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# DEMOCRATIC REPUBLIC OF THE CONGO (DRC) INTEGRATED GOVERNANCE ACTIVITY (IGA) – QUARTERLY REPORT

**QUARTER THREE: APRIL 1 – JUNE 30, 2018**

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## ACRONYMS

Accelere	Access-Reading-Accountability-Retention
AMEP	Award Monitoring and Evaluation Plan
CARG	<i>Conseil Agricole Rurale de Gestion</i> (Rural Agricultural Management Advisory Group)
CBO	community-based organization
CDCS	Country Development Cooperation Strategy
CO	Contracting Officer
CODESA	<i>Comité de Développement de l'Aire de Sante</i> (Community Health Committees)
COGE	<i>Comite de Gestion</i> (Management Committee)
CONCEPT	<i>Coalition Nationale d'Education Pour Tous</i>
COP	Chief of Party
COPA	<i>Comité des Parents</i> (Parents' Committee)
COREF	<i>Comité d'Orientation de la Reforme des Finances Publiques</i> (Financial Reform Steering Committee)
CSO	civil society organization
CTAD	<i>Cellule Technique d'Appui a la Decentralization</i> (Technical Committee for Assistance to the Decentralization Process)
DCOP	Deputy Chief of Party
DFID	UK Department for International Development
DPS	<i>Divisions Provinciales de Santé</i> (Provincial Health Division)
DRC	Democratic Republic of Congo
EPSP	Primary, Secondary, and Professional Education
ETD	Decentralized Territorial Entities
EU	European Union
GDA	Global Development Alliance
HFG	Health, Finance and Governance Program
IE	impact evaluation
IFC	International Finance Corporation
IGA	Integrated Governance Activity
IHP+	Integrated Health Program+
IPS	<i>Inspection Provinciale de la Santé</i> (Provincial Health Inspectorate)
IR	intermediate result
IT	information technology
LTTA	long term technical assistance
M&E	monitoring and evaluation
MECC	Monitoring, Evaluation and Coordination Contract
MEL	monitoring, evaluation and learning
MELP	Monitoring, Evaluation and Learning Plan
PBG	<i>Programme de Bonne Gouvernance</i> (Good Governance Program)
PDIA	problem-driven iterative adaption
PEA	Political and Economic Analysis
PFM	public financial management
PICAL	Participatory Institutional Capacity and Learning
PIRS	Performance Indicator Reference Sheets
PMP	Performance Monitoring Plan
PPP	public private partnership
STTA	short term technical assignment
TNA	Training Needs Analysis/Assessment
USAID	United States Agency for International Development

# I. ACTIVITY OVERVIEW/SUMMARY

**Table 1: USAID IGA Activity Overview**

Activity Name:	<b>Integrated Governance Activity</b>
Activity Start Date:	<b>January 09,2017</b>
Activity End Date:	<b>January 08, 2022</b>
Name of Prime Implementing Partner:	<b>DAI Global LLC</b>
Contract Number:	<b>AID-660-C-17-00001</b>
Name of Subcontractors/Sub awardees:	<b>Geopoll, Integrity, IMA</b>
Major Counterpart Organizations	<b>CENADEP, other organizations TBD</b>
Geographic Coverage (Provinces)	<b>Kasai Central, Kasai Oriental, Lualaba, Haut Katanga, South Kivu, territory of Walikale</b>
Reporting Period:	<b>April 1 – June 30, 2018</b>

## 1.1 Executive Summary

The United States Agency for International Development (USAID) Integrated Governance Activity (USAID IGA) is a five-year (2017-2022) USAID-funded activity designed to create the good governance framework and local capacity necessary for improved delivery of key services, particularly for health, education, and economic development. USAID IGA empowers a broadly inclusive set of nongovernmental actors to hold public officials to account for better services by changing the incentives of officials at all levels of government to act in the best interests of the citizenry. IGA is implemented in five Provinces – Kasai Central, Kasai Oriental, Lualaba, Haut Katanga, Sud Kivu – and the territory of Walikale.

USAID IGA's specific objectives are built around the interaction of the governance cycle as follows:

**Objective 1:** Strengthen capacity of select government institutions to fulfill mandate;

**Objective 2:** Targeted subnational entities collaborate with citizens for more effective development; and

**Objective 3:** Citizen demand for accountable, transparent, participatory services increased.

During this quarter, baseline assessments were conducted for provincial and sub provincial health and education agencies in Kasai Oriental. Target ETDs in Sud Kivu, Haut Katanga, Lualaba and Kasai Oriental were also subject to baseline assessments which measured their financial and management (organizational) capacities. CSOs in Sud Kivu, Haut Katanga, Lualaba and Kasai Oriental benefited as well from organizational assessments. In the Agricultural sector the strengthening of the CARGs has proven to be a work in progress as it has become apparent that these structures are still very weak.

This period also marked the start-up of capacity building activities, notably action planning and participatory budgeting in our ETDs. These activities brought together ETD authorities with other stakeholders notably in the Health, Education and Rural Development sectors along with NGO representatives. Together the participants prioritized different investments to be made in the ETD infrastructures. This process will promote transparency therefore reducing corruption and should serve as an incentive for members of the community to pay their taxes.

In June, responding to a request by the Alphamines Bisie Mining Company, a team conducted a visit to the Wanianga Sector in Walikale Nord Kivu. Alphamines will soon be starting production and making regular large financial contributions to this local entity and need to be assured that the Sector's management team has the capacity to handle this increase in income. It was therefore agreed by Alphamines, DAI, and Secotr management that USAID IGA should provide training to the administration to assure sound management and help them improve their planning and participatory management systems.

Collaborating with the education programs ACCELERE! I & 2, USAID IGA organized workshops in Kolwezi and Bukavu regarding problems associated with school fees. Stakeholders participating included administration officials, school managers, CSOs and representatives of the COPAS and the COGES. As a result of these workshops, schools will adopt several resolutions that will improve school management.

Events associated with the NORC Impact Evaluation (IE) commenced this period. They involved conducting a training needs analysis followed by a pilot training event. Training modules were drafted and incorporated in a trainer's manual.

Citizen's scorecards were elaborated which will enable members of the population to evaluate the quality of the service delivery in both the health and the education sectors. For the health sector these scorecards will first be used in the NORC IE.

Activities in the Masina commune in Kinshasa have kicked off with assessments of both the health and education sectors. The ETD was also evaluated in April.

This period was also highlighted by the opening of representative offices in Kananga, Kasai Central and Kolwezi, Lualaba. The Kananga office is shared with the ACCELERE! I which is being implemented by Chemonics and the Kolwezi team is temporarily housed in an office rented by an NGO ADERI which has a partnership with PACT. In the meantime, USAID IGA management is currently searching for a long term solution to the office space issue.

## 1.2 Summary of Results to Date

Table 2: FY18 Q3 Indicator Tracking Sheet

Indicators	FY 18 Annual Target	Q1 FY18	Q2 FY18	Q3 FY18	Q4 FY18	Achievements FY18	Percent Achieved FY18 (%)	LOP Target	LOP Achievements to Date	LOP Percent Achieved (%)
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<b>Impact: Key DRC governance institutions strengthened to improve the delivery of health, education and economic growth services at community level and to strengthen the social contract between citizens and the state</b>										
IM.A. DOI-13. Number of institutions/organizations making significant improvements based on recommendations made via USG supported assessments	90 <sup>1</sup>	N/A	N/A	N/A	90	N/A <sup>2</sup>	N/A	196	N/A	N/A
IM.B. Percentage change in public satisfaction rating of quality of local government service delivery, general and per sector	0%	N/A	N/A	N/A	0%	N/A <sup>3</sup>	N/A	50% improvement	N/A	N/A
IM.C. Percentage change in levels of public trust of local government	0%	N/A	N/A	N/A	0%	N/A	N/A	30% improvement	N/A	N/A
<b>Objective I: Strengthen capacity of select government institutions to fulfill mandate</b>										
GI.N.OC.A.DOI-08. Number of laws and regulatory frameworks	0	0	0	0	0	0	--	At least 2	0	0%

<sup>1</sup> See Table 'Summary of Program Entity Coverage' – Annex B.

<sup>2</sup> Data will only be available upon completion of the second round of organizational/institutional reviews in FY19.

<sup>3</sup> As the project's capacity-development activities only began in March (ETD capacity-building; Improved community engagement in ETD oversight etc.) the benefits of this in terms of the quality of local government resource management and service delivery, would only become apparent after the following budget cycle – hence citizen satisfaction levels would not be expected to change until well into FY 2019. Second round of GeoPoll surveys due to be conducted in Q2 of FY3.

adopted and/or improved at the national level as a result of USG assistance										
GI. N.OC.B. Number of evidence-based food security or nutrition policy reforms at the national level presented to GDRC leadership	0	0	0	0	0	0	--	At least 4	0	0%
GI. P.OC.A. Percentage increase of retrocession funds transferred by Provinces to targeted ETDs	0 <sup>4</sup>	0	0	0	0	0	--	At least 30%	N/A	--
GI. P.OC.B. Percentage change in revenue allocated to service delivery by Provincial Ministries	0 <sup>5</sup>	0	0	0	0	0%	--	5%	N/A	--
GI.P.OC.C. Average budget execution rates for Provincial Line Ministries	N/A <sup>6</sup>	N/A	N/A	N/A	N/A	0%	--	At least 70%	N/A	--
GI.P.OT.A. Percentage of targeted provincial DPSs that have sustainably institutionalized annual operations planning that involves education and agricultural stakeholders in their planning	17% <sup>7</sup>	N/A	N/A	N/A	17%	0%	0	80%	0	--
GI. P.OT.B. Percentage of targeted DPS that make their accounts public (including fees)	0% <sup>8</sup>	N/A	N/A	N/A	0%	0%	--	80%	0%	--
GI. P.OT.C. Percentage change in proportion of health budget disbursed in targeted provinces	0%	N/A	N/A	N/A	0%	0%	--	+50% increase	0%	--

<sup>4</sup> This indicator is not expected to be impacted during FY 2018 due to the difficulty of influencing it (it will require a minimum range and volume of project activities).

<sup>5</sup> This indicator is not expected to be impacted during FY 2018 due to the difficulty of influencing it and the fact that IGA activities have been focused at the local and ETD level during the year.

<sup>6</sup> No change is expected to be achieved during FY 2018 due to the public service budget cycle.

<sup>7</sup> The target for FY 2018 is one DPS.

<sup>8</sup> No change is expected to be achieved during FY 2018.

GI. SP.OC.A. DO2-14. % change in targeted tax revenue collected	5% increase <sup>9</sup>	N/A	N/A	N/A	5%	N/A	--	+50% increase	N/A	--
GI. SP.OC.B. DO2-15. % change in targeted tax revenue allocated to service delivery	0% <sup>10</sup>	N/A	N/A	N/A	0%	N/A	--	+5% increase	N/A	--
GI. SP.OC.C. DO1-21. % change in average budget execution rates for targeted entities	2% increase <sup>11</sup>	N/A	N/A	N/A	2%	N/A	--	At least 50%	N/A	--
GI. SP.OT.A. Average change in proportion of health zone funding available for front line service delivery	0% <sup>12</sup>	N/A	N/A	N/A	0%	N/A	--	+25% increase	N/A	--

<sup>9</sup> Information available annually – collected from ETD financial reports.

<sup>10</sup> No change is expected in this indicator during 2018 as IGA will not yet have conducted activities targeting the revenue collection and budgeting process.

<sup>11</sup> 2% increase is the target established for target ETDs for FY 2018. This is because the main reason for low current rates is the low or non-receipt of retrocession funds (national and provincial) – a problem which will be difficult to address. Data is only collected on an annual basis.

<sup>12</sup> It was not possible to collect baseline data for this indicator during the initial organizational assessments. The indicator overlaps with the indicator ‘ Percentage change in revenue allocated to service delivery by Provincial Ministries. This indicator is not expected to be impacted as a result of project activities during FY 2018.

Indicators	FY 18 Annual Target	Q1 FY18	Q2 FY18	Q3 FY18	Q4 FY18	Achievements FY18	Percent Achieved FY18 (%)	LOP Target	LOP Achievements to Date	LOP Percent Achieved (%)
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**Objective 2: Targeted subnational entities collaborate with citizens for more effective development**

G2. P.O.C.A. Percentage of targeted provincial level entities that publish their budgets	0% <sup>13</sup>	N/A	N/A	N/A	0%	N/A	--	100%	N/A	--
G2. P.OT.A. Number of public budget hearings held by targeted Assemblies or Deputies	0 <sup>14</sup>	N/A	N/A	N/A	0	N/A	--	TBD <sup>14</sup>	N/A	--
G2. P.OT.B. DR.2.4.2. Number of public resource use audits conducted by the National Health Inspectorate	TBD <sup>15</sup>	N/A	N/A	N/A	TBD	N/A	--	TBD	N/A	--
G2. SP.O.C.A. Percentage of targeted local entities that publish their budgets	0% <sup>16</sup>	N/A	N/A	N/A	0%	N/A	--	100%	N/A	--
G2. SP.O.C.B. Percentage of targeted communities with CODESAs actively involved in management of health services	11% <sup>17</sup>	N/A	N/A	N/A	11%	N/A	--	100%	N/A	--

<sup>13</sup> The feasibility of this indicator as a measure of improved transparency is still being tested. Additionally, it is not expected that the project will be able to influence the indicator during FY 2018.

<sup>14</sup> Target for 2018 is 0 as program is not working with the assemblies during the fiscal year. A LOP target has not yet been set as baseline assessments have not yet been conducted for targeted assemblies.

<sup>15</sup> Baseline data has not yet been collected for this indicator as the project has not yet started formal collaboration with the Inspectorate. For the forthcoming review and updating of the project's performance indicator set, this indicator is likely to be replaced by one relating to the frequency of resource use audits conducted by supported provincial health inspectorate.

<sup>16</sup> As the ETD fiscal year begins in January changes in this indicator resulting from the project's activities are not likely to occur within the current project FY (2018).

<sup>17</sup> Active involvement in management involves joint planning and plan monitoring as well as resource use oversight. Of the 32 CODESAs (in 16 ETDs) to be covered in FY 2018 it is expected that 20 (covering the first round of 10 ETDs) will receive support in terms of basic training and application of the Community Scorecard process. Resulting from this it is expected that approximately 10 will respond satisfactorily. The 32 CODESAs plus the 60 CODESAs supported under the NORC IE work makes a total of 92. Hence the annual target is revised to 11%. The data will be collected at the end of the year as part of the repeat organizational assessments of the Health Centers and CODESAs.

G2. SP.OC.C. Number of target local entities that implement participatory budgeting processes	5 <sup>18</sup>	N/A	N/A	N/A	5	N/A	--	80 <sup>19</sup>	N/A	--
G2. SP.OT.A. DOI-19. Percentage of targeted sub-national entities working with the private sector to improve service delivery	5% <sup>20</sup>	0	0	0	5%	0%	--	30%	0%	--
G2. SP.OT.B. Percentage of target ETDs with Local Development Plans	25%	N/A	N/A	N/A	25%	0%	--	100%	N/A	--
<b>Objective 3: Citizen demand for accountable, transparent and participatory services increased</b>										
G3. P.OC.A. Percentage of targeted provincial CSOs that develop strategic plans to achieve their objectives	0% <sup>21</sup>	N/A	N/A	N/A	0%	N/A	--	50%	N/A	--
G3. P.OC. B. Percentage of targeted provincial CSOs that improve their capacity assessment scores	0% <sup>22</sup>	N/A	N/A	N/A	0%	N/A	--	70%	N/A	--
G3. P.OT.A. Number of target provincial CSOs trained in policy and advocacy	48 <sup>23</sup>	0	0	30	33	30 <sup>24</sup>	63%	120 <sup>25</sup>	30	25%
G3. SP.OC.A. Percentage of targeted local CSOs that improve their capacity assessment scores	0 <sup>26</sup>	N/A	N/A	N/A	N/A	N/A	--	70%	N/A	--

<sup>18</sup> IGA will start support to 10 ETDs this year to implement participatory budgeting. The target of the number of ETDs which will take this up is set at 5.

<sup>19</sup> If the definition of 'local entity' is set as ETDs then this LOP needs to be revised down to 40 (100%).

<sup>20</sup> 2 ETDs are targeted to be implementing PPPs by the end of the FY out of the targeted total of 40 ETDs to be supported.

<sup>21</sup> The project will only support ETD-level OSCs during FY 2018. Capacity assessments (to measure improvements) will only be repeated in FY 2019.

<sup>22</sup> The project will only support ETD-level OSCs during FY 2018.

<sup>23</sup> The data entered here refers not to provincial CSOs but ETD-level CSOs selected by the project. The indicator needs to be modified to reflect this change in approach. The target for FY 2018 is 3 CSOs per ETD, covering the 16 targeted ETDs for FY 2018.

<sup>24</sup> Target CSOs were involved in a multi-actor 5-day capacity-building event in citizen engagement and advocacy which was conducted in 10 ETDs (S-Kivu; H-Katanga; Lualaba; Kas Orient).

<sup>25</sup> 3 target CSOs per ETD – for 40 target ETDs

<sup>26</sup> The baseline assessments of the selected ETD-level CSOs have been completed for the first group of 10 ETDs only. The repeat capacity assessments will only be conducted in the second and third quarters of FY 2019.

G3. SP.OC.B. Percentage of SMS-survey targeted citizens that are aware of the roles and responsibilities of statutory bodies (CARG, COPA, COGE, CODESA)	TBD <sup>27</sup>	N/A	N/A	N/A	N/A	TBD	--	+50% increase	N/A	--
G3. S.O.C.C. Percentage of SMS-survey targeted citizens who agree that CSOs are advocating for their interests with the local government	Note <sup>28</sup>	N/A	N/A	N/A	N/A	(see note)	--	+50% increase	(see note)	--
G3. SP.OT.A. Number of local-level statutory bodies (CARG, COPA, COGE, CODESA) trained	100 <sup>29</sup>	0	0	42	100	42	42%	160	40	26%
G3. SP. OT.B. DR.4.3-I. Number of USG-assisted CSOs that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees	0	N/A	N/A	N/A	0	0	--	TBD <sup>30</sup>	N/A	--

Note: The annual performance achieved at the end of the reporting period depicts level of achievement expressed as a percentage of annual targets versus cumulative total.

- Where USAID IGA activities are not expected to have any effect on the indicator during FY2018 a zero (0) has been entered for a Target Figure.
- For indicators expressed in terms of absolute values and where baseline values are still being collected (TBD) has been entered for a Target Figure.
- Where no data collection has been conducted yet to measure a change in an indicator 'N/A' ('Not Available') has been entered (e.g. in the LOP Achievement to-date column). Hence, where indicators are measured on an annual basis 'N/A' is entered the quarterly target column.
- Where the project has not yet set 2018 targets due to the ongoing baseline data collection a 'NTS' has been entered.

### 1.3 Evaluation/assessment status and/or plans

The following table presents the evaluations and assessments conducted to-date. Assessments conducted during this reporting period are underlined.

<sup>27</sup> The source for data on community awareness of oversight mechanisms is now the local community focus groups and not the SMS surveys. No target has been set for FY 2018 as awareness-raising work only recently commenced and the repeat focus groups will not occur until mid FY 2019.

<sup>28</sup> This indicator was assessed as not being feasible for this type of survey. Citizen perceptions of local CSO effectiveness will be collected using community focus groups.

<sup>29</sup> LOP target for 40 ETDs (2 CODESA and 2 COPA-COGES per ETD) - Total: 160 statutory bodies (excluding CARGs). The FY 2018 target is calculated as 40 statutory bodies for IGA's first 10 ETDs, and 60 CODESAs under the NORC IE work. End of Qtr 3 only non-NORC IE bodies trained as NORC training not yet started.

<sup>30</sup> This indicator is being reviewed as IGA is not likely to be supporting CSOs to engage with the national legislature, but rather with the provincial and local legislatures.

Table 3: USAID IGA FY18 Q2 Evaluations/Assessments

Assessment Type	Date	Status
Baseline Organizational/Institutional assessments of Provincial and sub-provincial health and education agencies (DPS; IPS; HZs; ProvEd; IPP; Sous-ProvEd; Inspool)	Oct 2017-Mar 2018	Completed: <ul style="list-style-type: none"> <li>• South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 1)</li> <li>• Haut-Katanga (Katuba; Likasi) (Qtr 1)</li> <li>• Lualaba (Kolwezi) (Qtr 1)</li> <li>• <u>Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr 2)</u></li> </ul> Planned for following quarter (Qtr 3) <ul style="list-style-type: none"> <li>• Kasai Central (TBD)</li> <li>• Kinshasa (Masina)</li> </ul>
Baseline assessments of health centers and health and education facility co-management/oversight structures.	Oct 2017-Mar 2018	Completed: <ul style="list-style-type: none"> <li>• South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 1)</li> <li>• Haut-Katanga (Katuba; Likasi) (Qtr 1)</li> <li>• Lualaba (Kolwezi) (Qtr 1)</li> <li>• <u>Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr 2)</u></li> </ul> Planned for following quarter (Qtr 3) <ul style="list-style-type: none"> <li>• Kasai Central (TBD)</li> <li>• Kinshasa (Masina)</li> </ul>
Baseline financial and management (Organizational) assessments of target ETDs.	Jan-Jun 2018	Completed (First Group): <ul style="list-style-type: none"> <li>• <u>South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 2)</u></li> <li>• <u>Haut-Katanga (Katuba; Likasi) (Qtr 2)</u></li> <li>• <u>Lualaba (Kolwezi) (Qtr 2)</u></li> <li>• <u>Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr 2)</u></li> </ul> Planned for following quarter (Qr 3): <ul style="list-style-type: none"> <li>• Kasai Central (TBD)</li> <li>• Kinshasa (Masina)</li> </ul>
Mapping of community structures and assessments of community dynamics	Jan-Mar 2018	Completed for: <ul style="list-style-type: none"> <li>• South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 1)</li> <li>• Haut-Katanga (Katuba; Likasi) (Qtr 1)</li> <li>• Lualaba (Kolwezi) (Qtr 1)</li> <li>• <u>Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr 2)</u></li> </ul> Planned for following quarter (Qr 3): <ul style="list-style-type: none"> <li>• Kasai Central (TBD)</li> <li>• Kinshasa (Masina)</li> </ul>
Community awareness and perceptions of local health and education services and community co-	Jan-Jun 2018	Completed for: <ul style="list-style-type: none"> <li>• <u>South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 2)</u></li> </ul>

management/oversight mechanisms (neighborhood focus groups).		<ul style="list-style-type: none"> <li>• <u>Haut-Katanga (Katuba; Likasi) (Qtr 2)</u></li> <li>• <u>Lualaba (Kolwezi) (Qtr 2)</u></li> <li>• <u>Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr 2)</u></li> </ul> Planned for following quarter (Qtr 3): <ul style="list-style-type: none"> <li>• Kasai Central (TBD)</li> <li>• Kinshasa (Masina)</li> </ul>
Organizational assessments of local (ETD-level) CSOs/NGOs.	Jan-June 2018	Completed for: <ul style="list-style-type: none"> <li>• <u>South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 2)</u></li> <li>• <u>Haut-Katanga (Katuba; Likasi) (Qtr 2)</u></li> <li>• <u>Lualaba (Kolwezi) (Qtr 2)</u></li> </ul> Planned for following quarter (Qtr 3): <ul style="list-style-type: none"> <li>• Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji)</li> <li>• Kasai Central (TBD)</li> <li>• Kinshasa (Masina)</li> </ul>

## I.2 Summary of Results to Date

Table 4: USAID IGA FY18 Q3 Evaluations/Assessments

Assessment Type	Date	Status
Baseline Organizational/Institutional assessments of Provincial and sub-provincial health and education agencies (DPS; IPS; HZs; ProvEd; IPP; Sous-ProvEd; Inspool)	Oct 2017-Jun 2018	Completed: <ul style="list-style-type: none"> <li>• South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 1)</li> <li>• Haut-Katanga (Katuba; Likasi) (Qtr 1)</li> <li>• Lualaba (Kolwezi) (Qtr 1)</li> <li>• Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr 2)</li> <li>• <u>Kinshasa (Masina) (Qtr3)</u></li> </ul> Planned for following quarter (Qtr 4) <ul style="list-style-type: none"> <li>• Kasai Central</li> </ul>
Baseline assessments of health centers and health and education facility co-management/oversight structures.	Oct 2017-Jun 2018	Completed: <ul style="list-style-type: none"> <li>• South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 1)</li> <li>• Haut-Katanga (Katuba; Likasi) (Qtr 1)</li> <li>• Lualaba (Kolwezi) (Qtr 1)</li> <li>• Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr 2)</li> <li>• <u>Kinshasa (Masina) (Qtr3)</u></li> </ul> Planned for following quarter (Qtr 4) <ul style="list-style-type: none"> <li>• Kasai Central (TBD)</li> </ul>
Baseline financial and management (Organizational) assessments of target ETDs.	Jan-Jun 2018	Completed (First Group): <ul style="list-style-type: none"> <li>• South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 2)</li> <li>• Haut-Katanga (Katuba; Likasi) (Qtr 2)</li> <li>• Lualaba (Kolwezi) (Qtr 2)</li> <li>• Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr 2)</li> <li>• <u>Kinshasa (Masina) (Qtr3)</u></li> </ul> Planned for following quarter (Qtr 4): <ul style="list-style-type: none"> <li>• Kasai Central (TBD)</li> </ul>
Mapping of community structures and assessments of community dynamics	Jan-Jun 2018	Completed for: <ul style="list-style-type: none"> <li>• South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 1)</li> <li>• Haut-Katanga (Katuba; Likasi) (Qtr 1)</li> <li>• Lualaba (Kolwezi) (Qtr 1)</li> <li>• Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr 2)</li> </ul> Planned for following quarter (Qtr 4):

		<ul style="list-style-type: none"> <li>• Kinshasa (Masina)</li> <li>• Kasai Central (TBD)</li> </ul>
Community awareness and perceptions of local health and education services and community co-management/oversight mechanisms (neighborhood focus groups).	Jan-Jun 2018	<p>Completed for:</p> <ul style="list-style-type: none"> <li>• South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 2)</li> <li>• Haut-Katanga (Katuba; Likasi) (Qtr 2)</li> <li>• Lualaba (Kolwezi) (Qtr 2)</li> <li>• Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr 2)</li> </ul> <p>Planned for following quarter (Qtr 4):</p> <ul style="list-style-type: none"> <li>• Kasai Central (TBD)</li> <li>• Kinshasa (Masina)</li> </ul>
Organizational assessments of local (ETD-level) CSOs/NGOs.	Jan-June 2018	<p>Completed for:</p> <ul style="list-style-type: none"> <li>• South Kivu (Kadutu; Kabare; Ngweshe) (Qtr 2)</li> <li>• Haut-Katanga (Katuba; Likasi) (Qtr 2)</li> <li>• Lualaba (Kolwezi) (Qtr 2)</li> <li>• <u>Kasai Oriental (Bipemba; Dibindi; Kabala; Bakwa Kalonji) (Qtr3)</u></li> </ul> <p>Planned for following quarter (Qtr 4):</p> <ul style="list-style-type: none"> <li>• Kasai Central (TBD)</li> <li>• Kinshasa (Masina)</li> </ul>
Citizens Perceptions SMS Survey (by GeoPoll)	February 2018	<p>Baseline surveys (Education; Health; Local Government):</p> <ul style="list-style-type: none"> <li>• Sud-Kivu (Kadutu; Ngweshe; Kabare)</li> <li>• Haut-Katanga (Katuba; Likasi)</li> <li>• Lualaba (Kolwezi)</li> </ul>

## 2. ACTIVITY IMPLEMENTATION PROGRESS

### 2.1 Progress Narrative

The quarter has seen excellent progress in the health and education sectors, and strengthening of capacity at ETD level in planning and participatory budgeting. In the agricultural sector it has become apparent that strengthening the CARGs will require patience due to their current weaknesses. Work in support of the NORC project has progressed well, and though it has suffered some delays it will be ready to start in mid-July.

Highlights are:

#### **Conducting planning and participatory budgeting workshops in the ETDs**

During the quarter, USAID IGA undertook action planning and participatory budgeting workshops in five ETDs. These brought together the ETD and representatives of the health and education sector, as well as civil society representatives. The workshop helped the participants to understand the value of participatory annual action plans and budgeting, and also put in place mechanisms for these to be implemented. A key focus of the action planning process is to identify priority projects as inputs to the budgetary process. Although the scope for capital expenditure in the majority of the ETDs is very small due to their limited budgets, an important contribution of this process is to make the management of the budgets transparent thereby reducing the possibility for corruption.

#### **PFM strengthening**

In June a USAID IGA team visited the *Secteur* of Wanianga, in Walikale, North Kivu. Wanianga will be the beneficiary of royalty payments and fees and taxes from Alphamin Bisie, a tin mine currently being developed nearby. The team saw evidence indicating that the current financial management system is not suitable to cope with the millions of US dollars they will receive from the mine. It was agreed with USAID, and the mine (that has a MOU with USAID for cooperation in development matters) that USAID IGA will help them establish a financial management system suitable for their future needs and help them to strengthen their current planning and participatory budgeting systems.

#### **Collaboration with ACCELERE! 1 and 2 in holding workshops on school fees**

Workshops were held in Kolwezi and Bukavu on the subject of school fees. They were attended by administration officials, school managers and representatives of COPA/COGES and civil society. As a result of these workshops and subsequent technical meetings, the following objectives have been set:

- A representative of the Sous-Proved and the school's inspectorate, (known as Inspool) will be involved in the process of allocating school fees at meetings of the Provincial Committee;
- A Provincial Discipline Committee will be established to monitor the applicability of regulatory texts;
- The approval by the local politico-administrative authority (Sous-Proved) of the decisions taken by the General Assembly of the parents of pupils to fix the costs;
- The Provincial Government will sign the decree fixing school and examination fees by the end of August;
- A single cashier responsible for collecting all school fees will be established according to the structure of the school;

Follow up meetings and workshops have been held to operationalize the workshop recommendations, including direct representation to the respective Governors. The issue of school fees will also be raised at the Head at the Lualaba provincial school development meeting to be held from August 31 to September 4 that will bring together 96 participants from the 11 provincial subdivisions. Although

there is resistance from some quarters to this move, the momentum that has been gathered seems to be sufficient to overcome these problems.

### **Opening offices in Kananga and Kolwezi**

In view of the cost and time of reaching Kolwezi and Kananga from Lubumbashi and Mbuji Mayi, USAID IGA undertook to locate office space in those cities.

Affordable office space in Kolwezi is particularly difficult to find, partly because the Governor of Lualaba has decreed that mining companies operating in the province should have offices there. Many have therefore relocated from Lubumbashi. IGA successfully entered into an agreement with the NGO ADERI (a partner with PACT) for the temporary use of the 26 m<sup>2</sup> workspace in their office in Kolwezi. The Field Coordinator has been based in Kolwezi since May 21.

In the case of Kananga, agreement has been reached to share office space with Chemonics, who operate the ACCELERE! I project. The IGA representative office in Kananga opened on June 3. Further, recruitment for the technical as well as financial and administrative staff has been completed for both offices.

### **NORC Evaluation**

USAID IGA put forth substantial effort to support the NORC evaluation. This required conducting a training needs analysis of rural health centers followed by a pilot training event. Draft training modules were subsequently prepared which were then incorporated into a trainer's manual. Nine consultants were hired to implement the project, and a training of trainers was conducted. Meanwhile detailed planning and budgeting of the events is underway.

### **Strengthening the oversight role of CODESAs, COPAs and CARGs.**

Strengthening these institutions to make them more accountable to the communities they serve has been a major focus of the quarter. Initially USAID IGA concentrated on the COPAs as this complements the project's work on school fees. In health USAID is now poised to embark on the large scale strengthening of 60 CODESAs as part of the NORC program. In agriculture, USAID IGA has been supporting efforts to revitalize the CARGs in Ngweshe and Kabare, South Kivu.

### **Preparing score card tools for use in health and education**

The Citizen Score Card tool to enhance service delivery is particularly suitable for facilities such as health centers and schools. In the case of the former, the Ministry of Public Health has endorsed a method pioneered by IMA under the DFID funded Accès aux Soins de Santé Primaire (ASSP) project. To coordinate efforts, USAID IGA has adopted the same approach. Initially it will be used mainly in the NORC sample of health centers, but will be expanded to others at the appropriate stage.

A similar approach has been developed for schools, based on norms and standards published by the Ministry of Primary, Secondary and Professional Education, and will be tested early in the next quarter.

### **Extending project activities to Masina (Kinshasa).**

The scale of activities outside Kinshasa has meant that activities in Masina were delayed. However, during the quarter it was possible to complete the PICAL + assessment of the DPS, IPS, Health Zone and two health centers. The assessment was planned for April 23-28 but the stakeholder officials requested a postponement. It was therefore conducted on June 4 – 8. The ETD appraisal of Masina was completed in April. The average self-scores by eight members of staff regarding the performance of the ETD were all, except one, in the poor range. A focus group consisting of COPA/COGES members from two schools in Masina to discuss the roles of COGES and COPAs was held in April.

## 2.2 Implementation Status and Planned Activities

Working closely with both government and civil society allies, USAID IGA will establish the foundations for better evidence-based policy making and more participatory, inclusive, and rationalized planning and budgeting within and across sectors as the government continues a transition process at the national level. The USAID IGA Objective 1 team will analyze the policy landscape, build the core capacity of select parliamentary committees, and support the role of provincial line ministries and financial departments, ETDs, and local service delivery units. Mechanisms and skills built under Objective 1 will be reinforced by citizen engagement and civil society capacity building activities under Objectives 2 and 3, which will further increase demand for and practices of transparency, accountability, and participation in service delivery in the lead up to elections.

### 2.2.1 Objective 1: Capacity of select government institutions to fulfill mandates

#### **Activity 1.1 Strengthen Health Personnel Management Decision-Making**

Per the approved USAID IGA Year 2 Annual Workplan, the majority of work under this activity was completed in March 2018. However, as a supplemental activity, IMA consultants have been engaged to conduct a workshop to follow up selected recommendations of the February workshop to strengthen coordination between the health delivery system, ETDs and communities. The consultants started work on June 25. The workshops will be conducted in two ETDs in Kasai Oriental, one in Lualaba and one in South Kivu.

#### **Activity 1.2 Conduct Policy Review of Current Decentralization Legal Framework**

Per the approved USAID IGA Year 2 Annual Workplan, work under this activity was completed in March 2018. Work has continued regarding the proposed study to be undertaken in collaboration with DFID on provincial finances and the retrocession system. The purpose of the study is to establish the methodology for a series of indicators to assess provincial financial management and service delivery capability and performance, to be collected on an annual basis. Categories and suggested indicators include (*but not limited to*):

- Public financial management
  - o Capacity: Retrocession received; provincial budget execution as a % of total funds spent in the province; ‘*plateform minimale*’
  - o Performance: budget execution; budget oversight and accounting; revenue mobilised.
- Service delivery
  - o Capacity: Allocation and executed allocation to health and education;
  - o Performance: health/education outcomes.
- Collect and assess data against each indicator
- Provide report with *additional* qualitative assessment

The procurement for the main study is being handled by DFID. The role of USAID IGA will be to hire an experienced local consultant to assist the international team, with particular emphasis on the retrocession system.

#### **Activity 1.3 Management Systems and Training Needs Assessment of DPS and IPS**

Per the approved USAID IGA Year 2 Annual Workplan, work under this activity was completed in December 2017. However, due to the assessment findings reported in the Q2 report that most IPSs are not receiving the funding they require and are thereby severely limited in their capacity, USAID IGA decided in consultation with USAID to, through IMA World Health, undertake case studies of selected IPS (in Kasai Central, Lualaba and South Kivu) to assess their current capacity to fulfill their mission with their current level of funding. The case studies will also determine the IPS’ statutory establishment and funding and the standards and procedures that they require to implement their work.

Work on this is being combined with the consultancy reported under Activity 1.1.

#### **Activity 1.4 Build Capacity of DPS and HZs in Institutionalized Annual Operational Planning**

Per the approved USAID IGA Year 2 Annual Workplan, most work under this activity was completed in March 2018. However, during the quarter it was possible to complete the PICAL + assessment of the DPS, IPS, Health Zone and two health centers in Bakwa Kalonji April 2 – 7. In Masina (Kinshasa) the assessment of the same partners was planned for April 23-28. The stakeholder officials requested a postponement so it was conducted on June 4 – 8.

#### **Activity 1.5 Management Systems and Training Needs Assessments of Proved and Sous Proved**

Per the approved USAID IGA Year 2 Annual Workplan, much of the work under this activity was completed in December 2017. Since then a plan to develop their capacity in planning and budgeting has been developed. Assessments of educational structures for Kasai Central Province are scheduled for the next quarter and the first quarter of year 3. (The Kasai Central office was only opened in June 2018).

#### **Activity 1.6 Strengthen Provincial Authorities to Conduct Performance and Financial Audits of Education Facilities**

Per the approved USAID IGA Year 2 Annual Workplan, much work under this activity was completed in March 2018. On Thursday, May 10, 2018 the USAID IGA Education Advisor met the Inspector General of Primary Education, the Deputy Inspector General of Primary Education and the Senior Technical Advisor to identify the available capacity at national and provincial level to work with USAID IGA in the areas of audit and financial control. The meeting resulted in an agreement to hold a working session to define arrangements to collaborate on this task on May 18; however, staff concerned were fully committed to preparing for examinations and thus the activity had to be suspended. It will hopefully be resumed at the beginning of the next quarter.

#### **Activity 1.7 Undertake Financial and Managerial Appraisal in ETDs**

Per the approved USAID IGA Year 2 Annual Workplan, the majority of the work under this activity was completed in March 2018. Of those identified in Year 2, all appraisals were completed except Masina, a *commune* in Kinshasa, which was completed in April. The performance self-scores by eight members of ETD staff were as follows:

	Bad (1)	Medium (2)	Good (3)	Mean TOTALS
Collection and management of solid waste	6	2	0	1.25
Municipal street lighting	3	4	1	1.75
Road maintenance, layout, organization and management of car parks	5	3	0	1.38
Organization and management of public health services, endemic diseases, vaccinations, HIV campaigns	2	5	1	1.88
Maintenance of drainage and sewers	6	2	0	1.25
Planning and programming of the development of the municipality	6	1	1	1.38
Management and maintenance of markets	5	2	1	1.50
Construction and management of public buildings	1	4	3	2.25
The organization and management of first aid and emergency services	6	2	0	1.25
Creation of nursery, primary, secondary and special schools	8	0	0	1.00

With the recent opening of an office in Kananga, Kasai Central, USAID IGA will select ETDs and thereafter undertake financial and managerial appraisals of them.

### **Activity 1.8 Strengthen ETD Skills in Planning and PFM**

During the quarter, USAID IGA has undertaken action planning and participatory budgeting workshops in the majority of our ETDs (see Activity 2.2 below). These brought together the ETD and representatives of the health and education sector, as well as civil society representatives. The workshop helped the participants to understand the value of participatory annual plans and budgeting, and also established mechanisms for these to be implemented. This is closely linked with the participatory budgeting process described in Activity 2.1. These workshops will be followed by technical assistance as required.

In June a USAID IGA team headed by the COP Toby Vaughan visited the *Secteur* of Wanianga, in Walikale, North Kivu, which will be the beneficiary of royalty payments and fees and taxes from Alphamin Bisie, a tin mine currently being developed nearby. With logistical support from the mine and their corporate social responsibility partner Alliance Lowa, the team met the Administrator of the *territoire*, and the chief of the *Secteur*. They also convened a meeting of the majority of the staff. From these discussions it was evident that the *Secteur*'s current financial management system is not suitable to handle the millions of US dollars they will receive from the mine. It was therefore agreed that USAID IGA will help to establish a financial management system suitable for their future needs and help them to strengthen their current planning and participatory budgeting systems.

### **2.2.2 Objective 2: Targeted sub-national government entities collaborate with citizens for more effective development**

USAID IGA will build on policy improvements and improved government competency developed under Objective 1 to ensure that, under Objective 2, these improvements are augmented by mechanisms for meaningful public participation in local policy and service delivery at provincial and local levels. Objective 2 activities ultimately will improve public access to information, especially on improving the quality and quantity of government-published information.

Objective 2's engagement mechanisms and dialogue platforms are to bring together newly capacitated and engaged government actors (Objective 1) with more capable and representative civil society (Objective 3) to create a participatory cycle of cross-sectoral planning, budgeting, and monitoring. The first step is to focus on some capacity foundations in Objectives 1 and 3 that will prepare government and civil society to come together in a more productive manner following elections.

USAID IGA will build on the participatory budgeting practices and public development and posting of fees that already exists in some ETDs. USAID IGA will work to ensure that data; citizen inputs; coordination across health, education, and economic growth sectors; and relevant provincial and national plans and policies are incorporated into the next annual planning and budgeting cycle. Activities at this level will help ensure that local investments in services reflect citizen priority needs and, over time, contribute to greater provincial and national budgeting and spending for sectors.

### **Activity 2.1 Help make Revenue and Expenditure Information Public**

During the quarter, USAID IGA has undertaken action planning and participatory budgeting workshops in Kadutu (May 15 - 22), Ngweshe (May 24 - 30), Kabare (June 4 - 9), Kolwezi (June 14 - 20), and Likasi (June 22 - 28). These brought together the ETD and representatives of the health and education sector together with representatives from health and education civil society organizations working within the ETD and are the first step in sharing revenue and expenditure information. They will be followed in the next quarter by budget planning workshops that will be based on actual revenues and expenditures, and be the first stage in a fully transparent budgetary process.

### **Activity 2.2 Support ETDs in Participatory Planning and Budgeting, and Increasing Spending on Infrastructure**

As reported under Activity 2.1 during the quarter, USAID IGA has undertaken action planning and participatory budgeting workshops in five ETDs. These brought together the ETD and representatives of the health and education sector, together with civil society representatives, to put in place mechanisms for preparing participatory action plans and budgets. A key focus of the action planning process is to identify projects that meet the needs of the community. These are then prioritized and costed. This data can then be used as an input to the budgetary process. These workshops were welcomed by participants from both civil society and government as they recognize the value and importance of participatory budgeting. The scope for capital expenditure in the majority of the ETDs is very small, as shown in the table below.

Name	Type	Population	Budget (2017 Actual) (US Dollars)	Capital Expenditure (\$)	Capital Expenditure/head (\$)
Kolwezi*	Ville	1,077,426	168,687,196	27,045,302	25.10
Likasi	Ville	635,463	97,027,626	8,486,908	13.36
Katuba	Commune	316,000	4,325,817	6,354,956	20.11
Kadutu	Commune	419,038	19,024,868	1,301,092	3.10
Ngweshe	Chefferie	641,697	41,412,663	6,025,206	9.39

(Exchange rate used \$1 = 16 Congolese Francs)

- Kolwezi figures for 2016

Due to their very limited budgets, an important contribution of this process is therefore to make the management of the budgets transparent, and thereby reduce the possibility for corruption.

In each case joint civil society and government planning and budget committees are established. As an example, the table below shows the composition of the budget committee in the *Commune* of Kadutu.

Agreed representation				Comments
No.	Designation	Sector	No.	
1	Mayor and / or his deputy	ETD	1	<p>The previous Kadutu budget committee was composed of 5 members,</p> <ul style="list-style-type: none"> <li>• 3 members of the ETD; and</li> <li>• 2 members of civil society</li> </ul> <p>It did not include sector representatives.:</p> <p><b>CODES:</b> Collective of Organizations for Economic and Social Development</p> <p><b>IFRADE:</b> Women's Initiative for the Revitalization of Endogenous Development Strengths</p> <p><b>AMALDEFEEA:</b> Mothers' Association for the Fight Against Female Delinquency and the Supervision of Abandoned Children.</p>
2	Budget Office		1	
3	Accounting Office		1	
4	Trade Unionist/Market representative		1	
5	Inspection / Agriculture	Agriculture	1	
6	CODES representative		1	
7	Chief doctor, health zone	Health	1	
8	IFRADE representative		1	
9	Sous-Proved representative	Education	1	
10	AMALDEFEEA representative		1	
11	President Civil Society	Civil society	1	
12	V / President Civil Society		1	
	<b>Total general membership</b>		<b>12</b>	

### Activity 2.3 Support Health Zones in Participatory Planning and Financial Management

The approach being taken is for the staff of ETDs, health zones and Sous-Proved to participate jointly in workshops on participatory planning and financial management. This has the advantage of allowing them to share experiences and fostering increased cooperation between the sectors. The action planning and participatory budgeting workshops undertaken in Activity 2.1 included representatives of the health zones and thus accomplished this activity.

#### **Activity 2.4 Support Sous Proved in Participatory Planning and Financial Management**

The approach being taken is for the staff of ETDs, health zones and Sous-Proved to participate jointly in workshops on participatory planning and financial management. This has the advantage of allowing them to share experiences, and fostering increased cooperation between the sectors. The action planning and participatory budgeting workshops undertaken in Activity 2.1 included representatives of the Sous Proved and thus accomplished this activity.

#### **Activity 2.5 Rationalize and Make Education Budgets and Fees More Transparent**

Following the successful workshop on school fees held in Kolwezi on March 19 and 20, a similar event was conducted in Bukavu on April 27 and 27. It was organized by the Provincial Education Ministry in collaboration with the IGA, ACCELERE! 1 and Cordaid projects. The workshop brought together around sixty participants from many schools and included: the Governor's advisors, the Proved, the Sous Proved, Inspools, representatives of the COPA and COGES, CSOs, school inspectors, and Protestant, Catholic, and Kimbanguiste school coordinators. At the end of these two days of discussions, suggestions and recommendations were made and commitments were made by the authorities to make these recommendations effective.

It is hoped that the workshops (in Kolwezi and Bukavu) will achieve the following objectives:

1. Involving the Sous-Proved and the Inspool in the allocation of school fees; the approval by the Sous-Proved of decisions taken by the general assemblies of parents, and the signing by the Provincial Government of a decree fixing school and examination fees by the end of August;
2. The establishment of a one-stop shop for all upward provincial and sub-provincial fees respectively, and the establishment in schools of a single cashier responsible for collecting all school fees.
3. Eradication of illegal fees through a memorandum from the competent authority; punishment of offenders
4. Capacity-building of the entire system at all levels in the efficient management of financial resources in schools; and the opening of a bank account for each school if possible;

As a follow-up to the Kolwezi workshop, ACCELERE! 2 and IGA teams conducted a workshop on May 22 to 25 on the establishment of the working group on school fees in Lualaba province. The aim of the workshop was to set up a task force on "School Fees". This task force will propose reforms to the financing of the education system, with the ultimate objective of achieving free primary education. It was attended by 15 people including the PROVED, the IPP, the Provincial Director of SECOPE, the Director of the General Directorate of Education from the National Ministry, the Councilor of the Provincial Minister of Education, the Team Leader Education of the Civil society, the president of SYECO, the President of ANAPECO, the President of ASSONEPA, the Councilor of Catholic Coordination, and two Inspectors. At the end of the workshop a school fees committee was established, chaired by the cabinet of the provincial Minister in charge of education and included representation from USAID IGA. Following the successful workshop on school fees held in Kolwezi on March 19 and 20, a similar event was conducted in Bukavu on April 27 and 27. It was organized by the Provincial Education Ministry in collaboration with the IGA, ACCELERE! 1 and CORDAID projects. The workshop brought together around sixty participants from many schools and included: the Governor's advisors, the Proved, the Sous Proved, Inspools, representatives of the COPA and COGES, CSOs, school inspectors, and Protestant, Catholic, and Kimbanguiste school coordinators. At the end of these two days of discussions, suggestions and recommendations were made and commitments were made by the authorities to make them effective.

On June 27<sup>th</sup> a meeting was held between USAID IGA and the Lualaba Proved to plan a further follow-up to the school-fees workshop. The Head of General Services of the Provincial Directorate of Education proposed that this be raised at a provincial school development meeting to be held from August 31 to September 4 that will bring together 96 participants (including administration and school

representatives) from the 11 provincial subdivisions. This provincial school development meeting will establish sub-committees dealing with improving access, quality of education, good governance, accountability and transparency. The sub-committee responsible for the economy and finance will be responsible for developing the project for collecting fees for schools. This committee will benefit from USAID IGA support for the drafting of regulations as recommended by the workshop on school fees. The decisions that come out of this meeting will be submitted to the Governor through the Provincial Minister of Education.

From June 6 to 8 the Haut Katanga Education Specialist participated in a workshop designed to provide the province with a legal basis for its role in controlling school fees and to prepare a preliminary draft of an edict concerning free public primary education in the province. The workshop was funded by ACCELERE! 2.

### **Activity 2.6 Facilitate ETD-level PPPs**

#### ***Masina bottle project***

USAID IGA will work with a private company and the Commune of Masina to collect plastic bottles which can then be sold to PPC Cement Company for use as fuel. This has the triple advantage of reducing the environmental damage caused by plastic bottles, creating employment, and reducing the cement company's reliance on imported coal.

USAID IGA prepared a feasibility study in January 2018, and sent it to PPC for comment. They referred to their main investor, the International Finance Corporation, and an internationally recognized consultant in waste fuels. After delays caused by visa difficulties, the consultant came to Kinshasa on June 10. On June 12 he reported his initial findings, which will be followed up by a more comprehensive report. He proposed that the economic viability of the project could be enhanced by using a wider range of materials from domestic waste for fuel. Additionally, he said that the plastic bottles could be sold for higher prices on the international market (though this would in no way preclude their inclusion in material to be used by the cement factory).

Once his report is received, USAID IGA will discuss the proposals with possible partners in Masina.

## **2.2.3 Objective 3: Citizens demand for accountable, transparent and participatory government services increased**

In Objective 3, USAID IGA has a two-part focus. The first is to build the internal governance of select national and provincial good governance and service delivery CSOs. Grants and technical assistance will help them build better linkages with other CSOs and engage with citizen constituencies to galvanize multiple groups to disseminate information and advocate for transparency. Building on cross-sectoral models, USAID IGA's Civic Engagement Advisor and local Civic Engagement Specialists will facilitate coalition building. The second focus for activities under Objective 3 is to assist citizens to engage directly with government through service delivery oversight mechanisms, emerging elected local councils, and the expansion of social accountability tools. To achieve this, USAID IGA will employ an integrated set of tools, including facilitating networking and communication through joint CSO-ETD/service delivery entities to build trust, helping CSOs and citizens map information and data, and using public dialogue or regular citizen consultation.

### **Activity 3.1 Conduct Assessments of CSOs in Targeted ETDs and Apply Capacity Index to those Selected as Potential Partners**

The surveys to establish the number, type and capacity of CSOs in target ETDs were completed by USAID IGA in Kasai Orientale (Dibindi, May 14 – 19; Bipemba May 21-25; and Bakwa Kalonji May 28 – June 1) by our specialist partner CENADEP.

The objectives for these studies were as follows:

- Identify CSOs whose focus areas are health, education and agriculture in collaboration with the IGA project team
- Propose a list of target CSOs for further evaluation
- Analyze the capacity building needs of the evaluated CSOs
- Produce an evaluation report of CSOs.

As a result of these evaluations, thirty CSOs based in program ETDs have been selected. The complete list is in Annex B.

The second phase to establish the role of CSOs and start the advocacy and community engagement training started in Ngweshe (April 9 – 14) and Kolwezi (April 23 – 27). Community mapping – a process designed to establish the geographical and sectoral scope of CSOs – was followed in this quarter by more thorough engagement as demonstrated in Activity 3.2.

### **Activity 3.2 Provide Support to Selected CSOs (including small grants) to Strengthen Governance and Financial Management**

Per the approved USAID IGA Year 2 Annual Workplan, work under this activity was expected to commence in July 2018.

Workshops to increase CSO's capacity were held in South Kivu from April 19-27, 2018 in Lualaba from April 23-27 April in Haut Katanga from April 30 – May 11, and in Kasai Oriental from May 8-12. As part of this workshop, one and a half days were devoted to the question of accountability. Topics covered included:

- Enhance the knowledge of CSOs, community members and local authorities involved in the IGA citizen engagement mechanism on the concept of accountability and transparent governance
- Train CSOs, communities and public service providers in advocacy techniques to enable them to develop and carry out advocacy campaigns in the areas of health, education and economic growth in particular
- Bring CSOs, communities and authorities together to understand their respective roles and responsibilities and to develop and sustain interactions in the governance of the health, education and agriculture sectors for quality public services

The major results of these workshops can be summarized as follows:

- 30 CSOs share the same understanding with communities of governance, advocacy and their role for better interactions within the citizen engagement mechanism and the ETDs
- 30 Selected CSOs have understood their roles and responsibilities and can initiate effective advocacy and accountability actions for communities in their communities;
- Essential tools for effective interactions with ETD and the public service providers of health, education and economic growth have been adapted and shared with CSOs and communities

### **Activity 3.3 Launch Mobile Citizen Perception Tool**

Per the approved USAID IGA Year 2 Annual Workplan, work under this activity was completed in December 2017. Since then USAID IGA has received preliminary results of the surveys: selected infographics are included in Annex D. Analysis of the age and gender of the respondents shows that older people and women, as well as lower income groups, are under-represented. GeoPoll has recognized this problem and is recruiting additional respondents. In addition future presentations of their results will be stratified to reflect the population demographics more accurately.

### **Activity 3.4 Leverage Media and Information Communication Tools**

During the quarter USAID IGA has been designing radio presentations and discussion programs to discuss matters of local concern and give a voice to ordinary citizens. Possible partner radio stations

are being considered. Meanwhile a scope of work for a consultancy to examine alternative communications systems and map out the most cost effective methods of communication has been prepared. It is hoped that the work will be completed in the next quarter.

### **Activity 3.5 Health Center Training Needs Analysis**

Per the approved USAID IGA Year 2 Annual Workplan, the majority of the work under this activity was completed in December 2017. Additionally, in order to prepare for the health center training required for the NORC program, an in-depth training needs assessment of rural health centers was undertaken. This was completed in early April, and a pilot training program was undertaken in Bukavu on May 9 – 15. The event was attended by representatives from four health centers: 8 staff (two from each health center) and 20 CODESA members (five from each health area), as well as one each from the respective health Zones. Training modules were prepared for the CODESAs, financial management and management of medicines.

### **Activity 3.6 Capacity Building of Health Center Staff**

Following the training needs assessment (Activity 3.5), that was completed in early April, a pilot training program was undertaken in Bukavu on May 9 – 15. Trainees consisted of representatives from four health centers: 8 staff (two from each health center) and 20 CODESA members (five from each health area), as well as one each from the respective health Zones. Training modules were prepared for the CODESAs, financial management and management of medicines.

Based on the results of this pilot training, revised modules were prepared and a detailed training program was prepared for application to all health centers included in the NORC evaluation. The material includes a comprehensive trainer's manual as well as separate modules regarding CODESA training, financial management and management of medicines, as reference material.

### **Activity 3.7 Strengthen Oversight Role of CODESAs**

The assessments conducted in Quarters 1 and 2 revealed that most community representatives thought that the CODESAs performed badly or not at all and did not represent their interests. Thus although CODESA members are elected by the community, there is little or no communication between the two, and thus no meaningful accountability to the community.

To rectify this, and in preparation for the NORC Impact Evaluation, USAID IGA has prepared guidelines to make CODESAs more accountable to the community at large. These involve public meetings at which the CODESA members will be presented to the community, so that their role can be better understood. These meetings will establish lines of communication between community members and CSOs and help the CODESA members to see themselves as bridges between the community and the health centers.

In addition to this, under the NORC evaluation, staff from 120 health centers and their CODESAs will participate in a four day training program. By attending the same training as the health staff, CODESA members will be able to contribute more effectively to discussions concerning the efficiency of service provision. Likewise, by sharing the training with CODESAs health center staff should be able to work more effectively with them. A fifth day in the training event will focus solely on the needs of the CODESA, and will concentrate on internal issues such as management of meetings and records.

### **Activity 3.8 Strengthen Managing Role of COGEs and Corresponding Oversight Role of COPAs**

A number of different activities falling under this Activity have been undertaken during the quarter. In Masina, a focus group to consider the results of the self evaluations was held with COPA/COGES members from two schools on April 11. A similar process was followed in Kabala (Kasai Orientale) on May 1.

Representatives of COPA and COGES were included in all the workshops listed under Activity 2.2 “Support ETDs in Participatory Planning and Budgeting, and Increasing Spending on Infrastructure”. Several COPA and COGES were also included in the South Kivu workshop concerning school fees as reported under Activity 2.5 “Rationalize and Make Education Budgets and Fees More Transparent”.

COPA and COGES members participated in workshops to strengthen citizen engagement that were conducted during the quarter. These took place as follows:

Kolwezi	Lualaba	April 30 – May 5
Likasi	Haut Katanga	May 7 – 11
Kabala	Kasai Orientale	May 8 – 12
Dibindi	Kasai Orientale	May 14 – 19
Bipemba	Kasai Orientale	May 25 – 29
Bakwa Kalonji	Kasai Orientale	May 28 – June 1

### **Activity 3.9 Building Capacity of CARGs to be more Effective in Learning, Priority Setting and Policy Feedback**

Although the capacity building component of this activity is scheduled for the next quarter, in some cases CARGs do not exist, and in others they exist in name only. The situation is complicated by the fact that the jurisdiction of CARGs is related to the *Territoire*, not ETD, and as such there are difficulties in terms of the role of the ETD. The situation is further complicated by the fact that the *Chef* of the *Chefferie* or *Secteur* is an ex officio member, and, in the normal course of events, would expect to be the Chairman even though there may be more than one *Chefferie* in the *Territoire*.

Following a workshop at the end of March in Ngweshe at which the status of the CARG was clarified, and moves to revitalize it were agreed upon, USAID IGA planned a similar one to be held in Kabare in early April. This was postponed, and instead a delegation from USAID IGA was received by the Mwami (Chief) of Kabare on April 25, at which he agreed to give his support to strengthening the CARG. A workshop was held on May 2-4 for this purpose, and was attended by 30 CARG members, as well as representatives from USAID’s Kivu Value Chain project (Tetra Tech) and GIZ’s Conservation of Biodiversity and Forest Management project. The workshop completed a road map for the revitalization of the CARG. (Tetra Tech and GIZ have expressed interest in working with us to support this objective)

On June 5, USAID IGA met the Minister of Agriculture, Fisheries and Livestock of Kasai Orientale at which he was briefed about the program and the plan to strengthen the CARGs within the scope of the project.

To follow up on the workshop held in Ngweshe in March, USAID IGA met staff of the Ngweshe Chefferie and obtained their approval of the roadmap to revitalize the CARG, and a promise that an Elective General Assembly would be held from July 5-7.

The following week the Kabare Chefferie also approved the roadmap produced by the workshop held in May.

### **Activity 3.10 Coaching and Follow-Up Training of Health Center Staff**

Due to delays experienced by NORC in finalizing selection of Health Centers, this activity will start in the next quarter.

### **Activity 3.11 Support Organizations to Use Social Tools to Enhance Service Delivery**

The Citizen Score Card tool to enhance service delivery is particularly suitable for facilities such as health centers and schools. In the case of the former, the Ministry of Public Health has endorsed a method pioneered by IMA under the DFID funded project ASSP. USAID IGA adopted the same approach to coordinate efforts with ASSP and enhance comparability. Initially it will be used mainly in the NORC sample of health centers, but will be expanded to others at the appropriate stage.

A similar approach has been developed for schools, based on norms and standards published by the Ministry of Primary, Secondary and Professional Education, and will be tested in the third week of July in Kadutu, followed by other ETDs in August.. An English translation of the instrument is included as Annex C.

### **Activity 3.12 Mapping of Community Links with Social Accountability Structures and Analysis of Effectiveness**

A Workshop to finalize the mapping of community actors in Katuba (Haut Katanga) was held on June 5, It was attended by 57 people including 35 men and 22 women.

In Kasai Oriental, a workshop to finalize the mapping of the community actors of the *Secteur* of Kabala (Kasai Orientale) was held on June 5th, in Bakua Tchimuna. 219 community leaders, from 13 villages, were identified and listed. Validation of stakeholder mapping took place in the Kabale sector and Dibindi Commune respectively on June 5 and 8. In Bakwa Kalonji Chiefdom, validation of stakeholder mapping took place on June 29. For the Commune of Bipemba, it began on June 28 and will continue on until July 2.

## **3. INTEGRATION OF CROSSCUTTING ISSUES AND USAID FORWARD PRIORITIES**

### **3.1 Gender Equality and Women's Empowerment**

The two main activities implemented during the quarter involving target beneficiary organizations and communities were the orientation workshops on the program's community engagement mechanism and approaches and tools for citizen oversight and lobbying, and the workshops to share experiences and approaches on participatory planning and budgeting. In both of these activities, which were conducted across Sud-Kivu, Haut-Katanga, Lualaba and Kasai Oriental, women were supported to participate fully. Although the program still has some problems encouraging government entities to ensure that their representatives in the events include a significant proportion of women, the influential local CSOs which were identified from the actor mapping processes and which were targeted for these workshops, include a high proportion of women. Additionally, women took a leading role during the discussions and practical exercises conducted as part of the workshop approaches.

Furthermore, the work conducted in June on the development of the tools and methodology for the conduct of the forthcoming Community Scorecard process in the health and education sectors has ensured a strong focus on the perceptions and experiences of women. The methodology will be tested in July.

### **3.2 Youth Engagement**

Nothing to report during this reporting period.

### **3.3 Local Capacity Development**

Nothing to report during this reporting period.

### **3.4 Integration and Collaboration**

Integration and collaboration with other USAID and donor-funded programs working in USAID IGA's target sectors is vital to project success. Given the number of other programs working in these areas

and with similar partners, frequent communication and collaboration will ensure the avoidance of duplicative efforts.

In order to ensure synergy with partners (IGA, Cordaid, ACCELERE! and others), possible areas for collaboration have been identified. These include:

- Support to the provincial committee of discipline in mobility and capacitation;
- Multiply pleas with the politico-administrative authorities on the applicability of these recommendations;
- Strengthen the capacity of Inspectors for better monitoring and financial audit of schools;
- Capacity building of school managers on financial management;
- Revitalize COPA and COGES as needed

### 3.5 Sustainability

On Wednesday, June 20, 2018, the DAI / South Kivu Field Manager took part in the meeting organized by the consultants LINC, working through the NGO Peace Direct to introduce USAID's *Facilitating Financial Sustainability* (FSS) project. This is a part of a much larger project based on research exploring the drivers of and support landscape for CSO financial sustainability undertaken in Colombia, Mexico, Uganda, Democratic Republic of Congo, Bosnia & Herzegovina, and the Philippines.

This research has culminated in the publication of three research papers, which provide key information on how civil society actors, funders, policy makers and other relevant individuals can support and increase local CSO financial sustainability.

The meeting consisted of a presentation of the FSS Project and the research carried out as part of the project. A key finding was that CSOs cannot survive sustainably without core funding (in contrast to project-based funding). This was followed by an introduction to the concept of Action Learning Groups. They are intended to develop and activate strategies and practices for civil society organizations and donors to improve financial sustainability and reduce dependence on international donors.

USAID IGA was asked to take part in the Action Learning Group, made up of CSOs and donors. We can only participate as a **committed stakeholder** (it does not bind us) or as **members of the steering committee** to give strategic direction to the project or as **host organization** (our responsibility would be limited to provide a workspace for group members). A decision whether to participate fully will be made when the commitments required to do so have been clarified.

### 3.6 Environmental Compliance

Nothing to report during this reporting period.

## 4. STAKEHOLDER PARTICIPATION AND INVOLVEMENT

During the quarter, USAID IGA continued to meet with stakeholder in the target sectors with interest in collaboration and involvement in USAID IGA program activities. The stakeholder meetings are listed in the table below.

<b>Meeting Date (April-Jun 2018)</b>	<b>Location</b>	<b>Stakeholder</b>	<b>Key Take- Aways</b>	<b>Follow-up Actions</b>
02- 09 April 2018	Kasai Oriental Kabala Sector	BCZS, CS, Sous Proved , COPA and COGES of the Targeted Schools, Inspool	Institutional and organizational assessments of target structures in the education and health sector	Technical support / Training and support for the reinforcement of technical, institutional and organizational capacities
02-09 April 2018	Bakwa Kalonji Chiefdom	BCZS, CS, Sous Proved , COPA and COGES of the Targeted Schools, Inspool	Institutional and Organizational Assessments of Target Structures in the Health and Education Sector	Technical support / Training and support for the reinforcement of technical, institutional and organizational capacities
April 2 to 4 , 2018	Sud Kivu (Bukavu, Kadutu )	CODESA, COPA, Schools and CSOs	Focus group in the neighborhoods of Nyamugo and Cimpunda , in Katudu Commune	Collection of participants' perceptions of the quality of service provided by CSs and schools in their neighborhoods
April 3-5, 2018	Sud Kivu (Bukavu, Kabare ,Cirunga and Katana)	ETD, CARG, CSOs	Focus group for the preparation of the stakeholders on the inventory of the CARG in Kabare	Analysis of CARG's institutional environment in Kabare as part of the IGA strategy in support of CARG
April 5, 2018	Sud Kivu (Bukavu, Ibanda )	Provincial Ministry of Education	Exchanges with the Provincial Minister of Education on the preparations for the workshop on school fees and its impact on the quality of the school	Organization of the workshop under the patronage of the Provincial Government of South Kivu
03 to 12 April 2018	Haut Katanga (Lubumbashi and Likasi) + Lualaba	IPS	Encounters and contacts preparatory training Inspectors on control, audit and management (Sharing drafts of ToRs)	Harmonization of the ToRs of the training of the Provincial Inspectors of Upper Katanga and Lualaba in control, audit and management.

06 to 10 April 2018	Haut Katanga (Lubumbashi and Likasi) and Lualaba	MCZ Katuba, Likasi and Manika	Encounters and preparatory contacts Health Areas of training in planning and management.	Harmonization of TDRs training of Health Areas in planning and management.
April 9 to 13 ,2018	Sud Kivu, (ETD Ngweshe ,Walungu )	OSC, ETD, CARG, COPA, COGES, CSOs	Stakeholder preparation workshop on citizen engagement	Capacity building of CSOs on advocacy and accountability for improved citizen engagement
April 10, 2018	Sud Kivu (Bukavu, Ibanda )	PROVED	IGA presentation at the new Mayor of Bukavu and preparations for the workshop on school fees	Coordination of the workshop on school fees
April 11, 2018	Sud Kivu (Bukavu, Town Hall)	Mayor of Bukavu	Presentation of the PGI to the new Mayor of the city and preparations for the workshop on school fees	Involvement of the town hall in the school fees workshop
April 11, 2018	Haut Katanga (Lubumbashi and Likasi) + Lualaba	Health Zones, Health Centers and CODESA	Preparing stakeholders for the citizen engagement mechanism workshop	Harmonization of lists of health sector participants at the MEC workshop.
April 11 to 16, 2018	Haut Katanga (Lubumbashi)	Provincial Ministry of Public Health	The NORC Impact Evaluation of the seven selected Rural Health Zones.	Preparation of NORC surveys conducted by FORCIER in the seven selected Rural Health Zones.
April 11, 2018	Mbuji Mayi	IPS / ECZS (Equipe Cadre des Zone de Sante)	Contacts with IPS and the ECZS of the city of Mbuji Mayi for the preparation of the workshops scheduled to begin on May 1st: Delivery of the TDRs to obtain their inputs	Conduct training
April 11-18, 2018	Kabala Sector; Bakwa Kalonji Chiefdom ; Bipemba and Dibindi Communes	Civil Society Leaders of Selected ETDs Responsible for ETDs	Contacts: Preparation and Development of the Community Leaders Database; Preparation of lists of participants in basic training in	Conducting workshops on the citizen engagement process in ETDs and; Conduct CSO evaluations targeted by an independent consultant

			the 4 ETDs of Kasai Oriental Province; Preparation of the evaluation of identified CSOs.	
April 12, 2018	Lubumbashi	IPS	Sharing of information on the lines of collaboration between IGA and the new IPS	Required institutional support
April 12-13, 2018	Kabala Sector	BCZS (Bureau Central de Zone de Sante), CS, Sous Proved , COPA and COGES of the Targeted Schools, Inspool	Sharing the results of health and education self-assessments: Exchanging and harmonizing each other's points of view on the results of self-evaluations	Technical support / Training and support for the reinforcement of technical, institutional and organizational capacities
April 13, 2018	Lubumbashi	PROVINCIAL MINISTER OF AGRICULTURE	Preparation of the Provincial decree on the CARG	Proposal of the decree submitted to the Governor of Province
April 16, 2018	Haut Katanga (Lubumbashi)	Provincial Division of Health (DPS)	Evaluation of the NORC Impact of the seven selected Rural Health Zones.	Preparation of NORC surveys in selected Health Centers in the seven Rural Health Zones.
April 24 , 2018	Sud Kivu, (Bukavu, Ibanda )	Meeting with the ACCELERE Activity I and CORDAID project	Preparations for the workshop on school fees	Joint facilitation of with Chemonics (ACCELERE!) and Cordaid in the work of the school fees workshop
April 25 , 2018	Sud Kivu / Kabare Chiefdom	Meeting with Mwami Kabare	Presentation of the IGA and exchange on the preparations for the workshop on the status of the CARG in Kabare	Involvement of the Mwami in the revitalization process of the CARG in Kabare
April 25- May 02, 2018		Catering services of Kabala and Bakwa Kalonji	Contacts and prospecting for catering services in the Kabala sector and the Bakwa Kalonji chiefdom .	Select catering services on the basis of an adequate criterion
April 26 to 27 ,2018	Sud Kivu /Bukavu-Ibanda	Provincial Governorate, Ministry of Education, Provincial Ministry of Finance, Bukavu City Council, Proved , Sous Proved , INSPOOL, 6 Targeted Schools, COPA;COGES, ETD, CS, CARG, ACCELERATED, CORDAID	Workshop on the problem associated with school fees and their impact on the quality of education	Finalize the report and transmit it for approval to PROVED and Minister of EPSP

30th of April - 1st of May	Kabala Sector	Influential CSOs of the Kabala sector (list drawn up during the state of play of community dynamics)	Evaluation of CSOs in the Kabala Sector by an Independent Consultant	Analyze the capacity building needs of the evaluated CSOs; Select 3 CSOs from Health, Education and Agriculture by ETD; and Produce a capacity building plan for each CSO evaluated
May 2018	Kinshasa	General Inspection of the EPSP	Working meeting to identify trainers specialized in financial audits	Contact maintained for the appointment of these experts for training for IGA partners in the education sector .
May- June 2018	Kinshasa / Masina	DPS, IPS, Masina Health Zone I and 2, Kimbela CS and Pilot CS	Participatory Assessment with PICAL tool + institutional and organizational capacities of health structures	Technical support / Training and support for the reinforcement of technical, institutional and organizational capacities
May 2 to 5, 2018	Sud Kivu, Kabare	ETD, CARG	Workshop on the state of play of the CARG Kabare	Follow-up of the development of the CARG roadmap
03 - 05 May 2018	Bakwa Kalonji Chiefdom	Influential CSOs of the Kabala sector (list drawn up during the state of play of community dynamics)	Evaluation of CSOs in Bakwa Kalonji Chiefdom	Analyze the capacity building needs of the evaluated CSOs; Select 3 CSOs from Health, Education and Agriculture by ETD; and Produce a capacity building plan for each CSO evaluated
May 7 , 2018	Sud Kivu-Bukavu	DPS	Meeting with the DPS South Kivu, exchange on the pilot training of the health structures and their CODESA in the NORC impact assessment framework	Monitoring the involvement of the DPS in strengthening the capacities of health structures
May 09 - 16, 2018	Mbuji Mayi	Health Centers and Hospitals of Mbuji Mayi	TDY of prospecting health centers and hospitals for the care and other services to be	Select hospitals and / or health centers for the appropriate care of IGA staff in MbujiMayi

			provided to members of the staff of Mbuji Mayi	
May 9 to 15 ,2018	Sud Kivu, Bukavu , Ibanda	CS of Kabare (Bwirembe ,Mushweshwe ) and Walungu (Mulamba and Nyakakoba )	Pilot training in financial management and medicines as well as the role and responsibility of CODESA	Support in financial management and transparency
June 13, 2018	Lualaba, Kolwezi	Kolwezi Town Hall	To inform the Deputy Mayor about the presence of the DAI office in Kolwezi and the holding of the workshop of exchange and sharing of experience on the action plan and the participative budget.	The participation of the City Hall the Workshop of exchange and sharing of experience
June 14 to 20, 2018	Lualaba, Kolwezi	ETD, OSC, BCZS; Health Centers; COPA; COGES, Schools	Holding of the Workshop of exchange and sharing of experience on the action plan and the participative budget in Kolwezi	Support of the ETD on the development of action plans and budgeting.
May 14 - 19, 2018	Dibindi Commune / Mbuji Mayi	ETD, CSO, and institutional structures targeted by IGA: BCZS, CS, CODESA, COPA, COGES, Sous PROVED, Schools	Basic stakeholder preparation workshop in the citizen engagement process and beginning of the process of developing the community leader database.	Achievement with impact of IGA activities through citizen participation and Bring institutions and structures Government to more accountability and transparency vis-à-vis their populations
May 15 to 22 ,2018	South Kivu,Bukavu , Kadutu	ETD, OSC, BCZS; CS; COPA;COGES, CARG, Schools	Workshop for exchange and sharing of experience on the Kadutu Action Plan and Participatory Budget	Follow-up of coherence framework ;support of ETDs on the development of action plans and budgeting
May 21 - 22, 2018	Mbuji Mayi	ACCELERE! 2 Project	2 Working meetings with ACCELERE 2: Harmonization of points of view with ACCELERE 2 on May 21st and 22nd, on the joint organization of a workshop on the	Joint support, Joint implementation of the organization of the school fees workshop

			problems associated with school fees. (Finalization of RDTs; activity budget ; as well as the list of participants in this workshop)	
May 21 - 25, 2018	Bipemba Commune /Mbuji Mayi	ETD , CSO, and institutional structures targeted by IGA: BCZS, CS, CODESA, COPA, COGES, S / PROVED, Schools	Basic stakeholder preparation workshop in the citizen engagement process and beginning of the process of developing the community leader database.	Implementation with impact the activities of IGA through citizen participation and bring institutions and structures Government to more accountability and transparency vis-à-vis their populations
May 22, 2018	Lubumbashi	PROSANI/MSH	Review of post-project material release allocations	Proposed donation of equipment to the provincial division of the Upper Katanga EPSP
May 24 to 31, 2018	Sud Kivu/Ngweshe	ETD, OSC, BCZS; CS ;COPA; COGES , CARG, Schools	Workshop for sharing experiences and drafting the Ngweshe Action Plan and Participatory Budget	Follow-up of the coherence framework; mentoring of ETDs on the development of action plans and budgeting
May 28, 2018	Lubumbashi	ACCELERE! 2, PROVED Haut Katanga	Attend Provincial Education Committee Meeting	Adoption of the GT FS Roadmap and validation of the 2018 PAAP
May 25, 2018	Mbuji Mayi	ACCELERE ! I	Work meeting with ACCELERE I: Exchanges of information on the ACCELERE I and IGA project : Objectives, geographical coverage in Kasai and actions undertaken and beneficiaries	Taking into account the information collected to develop design and planning of IGA's activities for the different stakeholders of the education sector
May 25, 2018	Mbuji Mayi	3 influential CSOs of the municipality of Dibindi: RIPROMOR (Infrastructure Rehabilitation and Rural Promotion), APRODI (Action for Promotion and	Meetings with influential CSOs from Dibindi: Collect the impressions and perceptions of the members of these CSOs who participated in the first 2	Learning lessons and reflect on impressions collected for future IGA activities

		Integral Development) and Congo Moringa	activities of IGA. (Workshop on citizen engagement and state of play of community dynamics)	Taking into account the information thus collected in the design and planning of IGA's activities for the different stakeholders of the education sector
May 28, 2018	Mbuji Mayi	ACCELERE! 2	Work meeting with ACCELERE! 2: Exchanges of information on the ACCELERE! 2 and IGA project: Objectives, geographical coverage in Kasai and actions undertaken and beneficiaries.	Taking into account the information thus collected in the design and planning of IGA's activities for the different stakeholders of the education sector
28 <sup>May-1</sup> June 2018	Lukalaba /Bakwa Kalonji	ETD, CSO, and institutional structures targeted by IGA: BCZS, CS, CODESA, COPA, COGES, S / PROVED, Schools	Basic stakeholder preparation workshop in the citizen engagement process and beginning of the process of developing the community leader database.	Achievement with impact of IGA activities through citizen participation and Bring institutions and structures Government to more accountability and transparency vis-à-vis their populations
31 May to June 2018	Sud Kivu, Bukavu, Ibanda	Tetra Tech , CSOs	Participation in the exchange workshop on the identification of tax and regulatory barriers faced by small traders operating in soybeans, beans, and the implementation of an advocacy strategy	Regular contact with Tetrattech and synergistic work on the issue
May 31 to June 2 ,2018	North Kivu,Walikale ,Wanianga Sector	ETD Wanianga Sector ,Alphamin (Alliance Lowa )	Contact local authorities for support in public finance management	Evaluate ETD capabilities and plan capacity building trainings
June 1st , 2018	Mbuji Mayi	Provincial Minister of AGRIPEL	Audience granted by the Provincial Minister of Agriculture, Fisheries and	Maintain contact with the Provincial Government, while ensuring constant dissemination of information

			Livestock: Civilities and presentation of the PGI	on actions to be taken by IGA
June 4th to 8th 2018	KASAI CENTRAL / KANANGA	ACCELERE I	First interview with the Team Leader about our partnership and know the content of our agreement	Also see the possibility of good coordination of field activities in the Education sector to consolidate integration especially in Governance.
June 4 to 8 , 2018	Central Kasai / Kananga	- IPS , DPS, PROVED - City Hall of Kananga - CENTER BAMAMU TABULUKAYI (NGO) - UCOFEM (NGO)	Making contact with all these partners to inform them about the presence of IGA in the province of KASAI CENTRAL	-Information on the IGA -Preparation of Partners and Project stakeholders for the implementation of the project in the city of KANANGA through the ETDs to be selected
June 4 to 9 , 2018	Sud Kivu,Kabare	ETD, COPA, COGES, CSOs, Health Center; the Provincial Primary Inspection, Accelere .	Workshop of exchange and sharing of experience on the action plan and participatory budget in Kabare	Follow-up of the coherence framework;support of ETDs on the development of action plans and participatory budgeting
June 05, 2018	Mbuji Mayi	Provincial Minister of AGRIPPEL, Provincial Coordinator of the CARG, members of the Ministry cabinet + experts of the Provincial Administration of Agriculture.	Working session : Exchanges between IGA and Ministry partners & Provincial Coordinator CARG on the PGI, strategic approach to support the CARGs and progress made so far by the CARG in the province of Kasai Oriental in general	Contacts and regular information with potential stakeholders for their participation in the activities planned as part of the revitalization of CARG
June 05, 2018	Bakua Tchimuna / Sector of Kabala	Sector civil society leaders and delegates from the groups and villages of Kabala sector	Updating of the Mapping of the environment and the stakeholders in the sector of Kabala: Reinforce the mechanism of citizen engagement in the sector of	Constitute the foundation of the commitment that will take care of participatory planning of the further process of preparation of actors within neighborhoods,

			Kabala by organizing the communities in order to allow an effective participation of the communities within the ETD Constitute a Community Action Network (RAC) by identifying leaders in villages in the Kabala sector.	villages. Operationalize through this platform actors, sectoral activities in health, education or economic growth in connection with citizen engagement.
06 to 08 June	Lubumbashi	ACCELERE ! 2, PROVED, GT	Writing the edict on school fees	Draft production
June 11, 2018	Mbuji Mayi	Provincial Minister of Education	Meeting with the Provincial Minister of Education : -Present the IGA program and share the documents on the Governance Integration Schemes and the IGA Methodological Approach - Exchange on the TDRs of the workshop on the problem of school fees and its impact on the quality of education in Kasai Oriental	Implementation of the workshop on the problems associated with school fees
11-15 July 2018	Kananga / Kasai central	- IPP / EPSP - PROFIT CONGO - MSH / USAID - Youth in the World in Peace / RJMP Network	Making contact with all these partners to inform them about the presence of IGA in the province of KASAI CENTRAL	-Information on IGA -Preparation of Partners and Stakeholders to the implementation of the project in the town of Kananga.
June 13, 2018	Mbuji Mayi	ACCELERE ! 2	Meeting with ACCELERE! 2 for the preparation of the workshop on problems associated with school fees: Finalize the list of participants in the school fees workshop before submitting it to PROVED for validation and defining the practical arrangements to be made	Coordinated support of the two projects (ACCELERE! and IGA) to the parties for the realization of the workshop on the problem of school fees

June 13, 2018	Bakwa Kalonji	Civil society leaders of the chiefdom and delegates of the groups and villages of the Bakwa Kalonji chiefdom	Update of the mapping of the environment and the Mapping of the actors in the Bakwa Kalonji chiefdom: to constitute a network of community action (RAC) by the identification of the leaders in the villages of the chiefdom of Bakwa Kalonji .	Constitute the foundation of the commitment that will take care of participatory planning of the further process of preparation of actors within neighborhoods, villages. Operationalize through this platform actors, sectoral activities in health, education or economic growth in connection with citizen engagement.
June 13-16 , 2018	South Kivu, Bukavu, Ibanda , IGA Office	CODESA, CSOs, DPS	Training of CODESA reinforcement facilitators and community scorecard as part of the NORC impact assessment	Facilitator follow-up on the ground
15 June 2018	Kinshasa	Division of studies and planning / National Ministry EPSP.	Exchange meeting on the use of the PICAL tool to enable the DEP to deepen his knowledge on the use of this tool for institutional assessment.	Facilitate the evaluation and identification of priority and progressive capacities within the structures of the Ministry of EPSP
From June 18 to 22, 2018	KASAI CENTRAL / KANANGA	-Synergy efforts and development leads for Africa / SEPDA - Global Synergy for Leadership / GSL -Integrated Rural Development / DRI -Associative Movement for Integral Development and Social Infrastructure / MADIS -Woman for sustainable development and environmental protection / FADRE - The Cooperative Wakes up KANANGA -Initiative Community Support for Sustainable Development / ICAD - The Provincial Council of Youth	Making contact with all these partners to inform them of our presence in the province of KASAI CENTRAL	Information on the IGA -Preparation of Partners and stakeholders in the implementation of the project in the town of Kananga through the Communes selected.

June 18, 2018	Mbuji Mayi	City Hall of Mbuji Mayi	Meeting with the Mayor of Mbuji mayi : Present the civilities to this new mayor of the city who has just been named, and Discussion on the TDRs of the workshop on the problems of school fees in Kasai Oriental To discuss the TDRs of the workshop of sharing and exchange of experiences on the development of the action plan and the participative budget of the ETDs selected by IGA	Implementation of the workshop on the problematic of the school fees and the workshops on the participative budget and plan of action of ETD
June 20, 2018	Mbuji mayi	Partners in the Education Sector: EPSP Provincial Ministry, PROVED, Provincial Ministry of Social Affairs, ACCELERE I & 2, Action Aid , Save The Children	Participation in the Education Cluster: And share with the other partners of the education sector the activities carried out during the month and those planned for next month.	Maintain contacts and diffuse useful information on IGA's actions in this area of education and the progress of the IGA
June 20 , 2018	Sud Kivu, Bukavu ,Ibanda	Peace Direct, CounterPart , Local NGOs	Participation in the Action Learning Group Meeting on the financial sustainability of CSOs in the DRC.	Integrate the Action Learning Group in Bukavu
June 20 , 2018	Lubumbashi	DPS	Data Collection on Workplace Health Zones with NORC	Data for budget preparation and business planning with NORC
June 20, 2018	High Katanga (Lubumbashi)	Provincial Division of Health	Meeting and sharing on the start of NORC training activities in the seven selected Rural Health Zones.	Preparation of the training of the -CODESA Health Centers as well as the strengthening of the links between CODESA /

				Community and the holding of the PCO.
June 21	Katuba	Primary School I Katuba	Introduction and preparation of the reflection workshop on the problem of school fees	Preparation of the presentation at the workshop.
June 23, 2018	Mbuji Mayi	Provincial Minister of AGRIPPEL and Provincial CARG Coordinator	To discuss the CARG member stakeholders sensitization project in the ETDs , initiated by the CARG provincial coordination, with a view to preparing them for the implementation of the IGA program.	Consider the views and considerations of this awareness raising that will be made by the provincial CARG and draw lessons from the Experience Capitalization as part of the implementation of the roadmap
June 25-29 , 2018	Kananga, KasaiCentral	- PROFIT CONGO	Introduction and inform presentation of the IGA -Discussions on the methodological approach of DAI and that of PROFIT CONGO	- Permanent exchanges -Harmonization of the Approach has a single unique and standard in the activities of Finance / Participatory Budgeting - contact with their hierarchy at the National level to see how DAI / PGI can build capacity of CSOs on the Participatory Budget in interaction with state actors to facilitate the role that everyone has to play in the budget process. - Organization of the Forum on Tax Dialogue with CSOs, Plate Services and the Financial Regie in order to put a consultation framework in the recipe section, to help the government to mobilize

				<p>funds, channel them and distribute them by sector .</p> <p>«Follow up to know the recommendations from this Forum to capitalize on our actions</p> <p>Have the list of CSO stakeholders in the Forum that will be included in our directory »</p>
June 25-29 , 2018	Kananga, KasaiCentral	- ACCELERE ! 2	<p>Discussions with the management team on the need to strengthen links with educational authorities to betterknow them in order to facilitate interaction</p> <p>-Discussions on the USAID IGA approach</p>	<p>-We want to install a coordination between Actors of education sector in order to avoid the overlap in the implementation of field activities.</p> <p>-Need to collaborate with DAI / PGI to integrate civil society organizations, in order to concretize the implementation of free tuition at primary level,</p> <p>given that civil society plays a leading role in advocacy and control actions citizen.</p> <p>- Wish to capitalize the approach of DAI / PGI on the commitment Citizen who can bring a desired change in the program ACCELERE 2</p> <p>- Our invitation to join in the consultation framework initiated by the PROVED to participate in the mid-term evaluation of the PAO / 2018 Operational Action Plan</p>

From June 25 to 29 , 2018	KASAI CENTRAL / KANANGA	-Visit Kananga ,Katoka , Ndesha and Nganza towns . -Visit the Sous Proved Kananga Offices 1 & 2, -Visit the offices of Inspool Kananga 1 & 2.	Identification of the different offices of government institutions with the objective of knowing their location and their physical addresses	Facilitate team deployment to the field once the target ETDs are selected.
June 25 , 2018	Mbuji Mayi	PROVED	Work meeting with PROVED: Preparations for the workshop on the problem of school fees	Implementation of the workshop on the problem of school fees
June 26, 2018	Mbuji Mayi	ACCELERE ! 1 & 2	Work meeting with ACCELERE 1 & 2 to discuss the workshop preparations : Budget and Presentations / Presentations	Coordinated support of the two projects (IGA and ACCELERE) to the parties for the realization of the workshop on the problem of school fees
June 26, 2018	Mbuji Mayi	NGO Governance Plus	Participation in the NGO Governance Plus "G +" event : Commemoration of the International Day for Victims of Torture	Maintain contacts and continue to participate in the activities of CSO partners to encourage them
June 27, 2018	Mbuji Mayi	Technical Team of the Educational Province	Working session with the technical team of the Educational Province: Prepare the different PROVED presentations during the workshop on school fees.	Conduct the workshop on the problem of school fees
June 28	Mbuji Mayi	PROVED, SOUS PROVED of the Provincial Subdivisions of Mbuji Mayi and Provincial Division of Lupatapata / Kabala, ACCELERE! 1 and 2, IGA, Directors / School EP Mukebaand EP Tuendele	Working meeting with PROVED, under PROVED of the Provincial Subdivisions of Mbuji Mayi and Provincial Division of Lupatapata / Kabala, ACCELERE 1 and 2, IGA, Directors / School Uncontrolled and Conventioned,)	Conduct the workshop on the problem of school fees

			Finalization: preparations for the workshop on the problem of school fees and its impact on the quality of school in Kasai Oriental	
June 28	Mbuji Mayi	Community leaders and delegates from neighborhoods in Bipemba	Continuation and finalization of the process of updating the mapping of the actors and the environment: validate the mapping of the actors and the environment in the municipality of Bipemba .	Constitute the foundation of the commitment that will take care of participatory planning of the further process of preparation of actors within neighborhoods, villages. Operationalize through this platform actors, sectoral activities in health, education or economic growth in connection with citizen engagement.
June 28 and 29 ,2018	Sud Kivu, Bukavu , Ibanda	PROVED, Minister of Education	Validation of the report on the workshop on school fees and their impact on the quality of the school	Follow-up of the mid implementation recommendations.

## 5. MANAGEMENT AND ADMINISTRATIVE ISSUES

### 5.1 Submitted Deliverables

During this quarter, the following deliverables were submitted and/or approved:

Deliverable Name	Submission Date	Status
<b>FY18 Q2 Quarterly Progress Report</b>	30 April 2018	Approved
<b>FY18 Q2 Indicator Tracking Sheet</b>	30 April 2018	Approved
<b>FY18 Q2 Financial Report</b>	30 April 2018	<i>Approval not required</i>
<b>FY18 Q2 Technical Materials</b>	30 April 2018	<i>Approval not required</i>
<b>FY18 Q2 Communications &amp; Outreach Messages</b>	30 April 2018	Approved

### 5.2 Staffing Matrix

During this quarter, the following LTTA staff joined the USAID IGA following USAID approval:

Name	Position	Start Date
<b>Bizaza Muzuku Aimé</b>	Education Service Delivery Coordinator - Bukavu	April 16, 2018
<b>Mulumba Kalambayi Leon Aimé</b>	Civic Engagement Specialist	June 8, 2018

For the operation of the satellite offices of Kananga and Kolwezi and given the budget constraints, we have made some adjustments to our technical staff. The Service Delivery Coordinator - economic Development for the Lubumbashi office, Sylvestre Kambaza, has been assigned to Kolwezi as field coordinator. The Field Manager of Lubumbashi, Simon Mutala who is Agro economist, will combine the two positions of Field Manager and Service Delivery Coordinator-Economic Development.

In addition, the following FNS I-9 staff joined the USAID IGA team:

Name	Position	Start Date
<b>Kabamba Milambo Celestin Camille</b>	Program Specialist - Kananga	June 20, 2018
<b>Kaumba William</b>	Program Specialist - Kolwezi	June 1st, 2018
<b>Kalambayi Nfiondo Jean-Paul</b>	Procurement&Logistics specialist-Mbujimayi	May 2 <sup>nd</sup> , 2018
<b>Mopende Omvuan Stephie</b>	Procurement&Logistics specialist - Kinshasa	June 29, 2018
<b>Pholo Masanga Tina</b>	Administrative Assistant - Kinshasa	April 20, 2018
<b>Tshibanda Kaheta Daddy</b>	Administrative Assistant - Kolwezi	June 25, 2018
<b>Zihahirwa Mirindi B�noit</b>	Administrative Assistant - Kananga	June 4, 2018

### 5.3 Provincial Offices

USAID IGA established its satellite offices in Kolwezi and in Kananga, which have been operational since 21 May 2018 for Kolwezi and 4 June 2018 for Kananga. USAID IGA established its representative offices in Kolwezi and in Kananga, which have been operational since 21 May 2018 for Kolwezi and 4 June 2018 for Kananga. USAID IGA made an arrangement with ACCELERE! I for free sharing of workspaces in Kananga and Bukavu. Thus, USAID IGA shares its Bukavu office with ACCELERE! I and in return, ACCELERE shares its Kananga office with USAID IGA. In Kolwezi, USAID IGA temporarily occupies a workspace in the office of ADERI, a local NGO partner of PACT. Unfortunately, the workspace in the ADERI office is not enough for the 4 USAID IGA employees. A USAID IGA team has found an office to rent in Kolwezi that will be available from the beginning of August 2018.

To enable the USAID IGA teams to better perform their work in Kolwezi and Kananga, the distribution of vehicles between offices has been changed to consider the transportation needs of these new satellite offices. A project vehicle from Kinshasa office, a Toyota Hilux was sent to Kananga and another Toyota Hilux from the Lubumbashi office was sent to Kolwezi.

In Kinshasa and Lubumbashi, USAID IGA received furniture and equipment from the USAID-funded project, FHI 360 EAGLE, which is now closed. These include but not limited to, four video projectors, two copiers, six printers, five air conditioners, one small generator, several office desks and chairs.

## 6. MONITORING, EVALUATION, AND LEARNING

During the preceding quarter the MEL Unit has been supporting the operationalization of the routine activity monitoring tools (the End of Activity Evaluation and the After-Action Review). This has involved the provision of guidance to the provincial teams (both remotely and through field visits), the quality assurance of the draft reports, and the processing of the supplied data using an Excel spreadsheet. An end of quarter synthesis report is under preparation which is intended as an input to the program quarterly review and reporting process. The MEL Unit also worked with the ST TAMIS Adviser to build the activity monitoring and reporting tools into the TAMIS although as yet the technical staff have not started using the Project Activity modules on TAMIS.

The quarter also saw the completion of the Mid-Year Performance Review and Planning Report and the Neighborhood Focus Group Synthesis Report (findings presented in Annex C). The finalization of both of these documents was delayed due to the work on the Theory of Change, performance indicators review and Community Scorecards (see below). MEL Unit team members also conducted field visits to Sud-Kivu and Kasai Oriental to conduct orientations and coaching of field staff on M&E tools and approaches and to participate in a range of field activities (e.g. CARG workshop; Community Engagement Mechanism workshop) and to meet with partner projects and local CSO leaders.

Work was substantially advanced on the Theory of Change document including a refinement of the results chain (adding one Intermediate Outcome and reducing the number of Outputs from 11 to 9) and the development and consultation within the team of a set of strategic activities linked to the outputs of the results chain. The draft document will be completed for internal project review by the end of July. Related to the refinement of the results chain, work has been conducted on the program's performance indicator set. This was in order to maintain its alignment with the refined results chain and also to respond to lessons learned over the

last 6 months on the feasibility of conducting certain types of data collection. The need to significantly update the program's indicator set has been clearly expressed by the program over the last 6 months and this process is expected to be completed before the start of annual planning for FY 19 at the end of August.

Finally, the MEL team has been working closely with the Kinshasa team of technical advisers to develop and test a set of tools and approach for the conduct of community evaluations of their local primary school using Community Scorecards. It is intended that the final adopted methodology will be used to enable supported communities to conduct 6-monthly evaluations of education, health and local government services. The scorecards will enable communities to effectively engage with service providers to improve their services as well as providing a regular series of monitoring data on community perceptions of the quality of service delivery, which will be an input into the program M&E system.

## 7. SPECIAL EVENTS FOR NEXT QUARTER

During the next reporting period, USAID IGA anticipates the following special events:

- Technical support for the preparation of the action plans and budget of the ETDs of the provinces of South Kivu, Upper Katanga, Lualaba, Kasai Oriental;
- Launch of training of CODESA and service providers of 120 health centers in the provinces of Haut Katanga and Sud Kivu as part of the NORC Impact Assessment;
- Launching activities to improve CODESAs links with their communities and developing community score cards in 60 of the 120 targeted health centers as part of the NORC impact assessment;
- Launch of IPS case studies in Central Kasai, Lualaba and South Kivu provinces;
- Technical support for the implementation of the recommendations of the school fees workshops in the provinces of Lualaba, South Kivu, Kasai Oriental and Upper Katanga;
- Capitalization of the pilot experience of setting up the support mechanism for the CARGs organized in Ngweshe and Kabare Chiefdoms in South Kivu province;
- Institutional and Organizational Assessments of the Wanianga Sector in the Walikale Territory;
- Community scorecard exercises launched in the health and education sectors.

## 8. HOW USAID IGA HAS ADDRESSED A/COR COMMENTS FROM THE LAST QUARTERLY OR SEMI-ANNUAL REPORT

No comments to be addressed.

## 9. ANNEXES

Annex B: Communications & Outreach Messages

Annex C: Technical Materials

1. Selected Partner CSOs
2. Program Coverage (Actuals and Targets)
3. First Results from GeoPoll Survey
4. Findings of the Neighborhood Focus Group Synthesis Report
5. School Community Score Card instrument

## Annex B: Communication and Outreach Messages



# SUCCESS STORY

## Making school fees more fair and affordable

*“The responses have been the same in all cases: Intense interest among stakeholders and excitement that school fees issues are starting to be addressed.”*



There were more than 13.5 million children enrolled in primary school in 2013-14<sup>31</sup>. However, nearly half of these students were expected to drop out before completing primary school, contributing to the estimated 3.5 million children out of school in 2013. This dropout rate disproportionately affects girls and can in part be attributed to school fees that parents cannot afford.

The school fee system in the Democratic Republic of the Congo (DRC) is complex. Approximately 60% of teachers are paid by the state, and schools receive an annual state grant of only about \$360. All other expenses and salaries must be covered by fees paid by parents. However, at least 10% of the fees must be paid to the educational bureaucracy at the provincial and sub-provincial level as salary supplements, and additional sums are paid for costs associated with visits from officials. The situation is compounded by ad hoc fee supplements that are levied, often without warning, and allegedly not always used for their stated purpose. The 40% of primary schools that are faith based also assess school fees to help with revenue and face these same issues. Parents have begun voicing concerns about these school fee issues.

These issues raise several questions about school fees and the ways in which they are assessed, such as should school fees be standardized, or should individual schools have the autonomy to set the cost? What power should the state have regarding school fees? How can transparency be increased in the management of school fees? Is the system whereby fees must be shared with the bureaucracy fair and appropriate? And, perhaps the most important question, how can the fees be subsidized for those who cannot afford them? Or should all primary education be free?

To discuss these questions, the USAID-funded Integrated Governance Activity (IGA) worked closely with the ACCELERE! 1 and 2 projects (jointly funded by USAID and DFID) to organize workshops that brought together relevant parties and stakeholders to openly discuss these questions. The first workshop was held in Kolwezi from March 19-29, 2018. Participants included the state bureaucracy, faith-based school managers, school management, and members of parent-teacher committees (known by the French acronym COPA).

Despite some resistance from the education bureaucracy, the results of the workshops to date have been very positive. The workshop report (formally approved by Provincial Director of Education) made several recommendations, including implementing measures to improve financial management in schools (e.g. a single cashier responsible for receipts); a policy requiring each school to have a bank account; and awareness-building campaigns for parents to pay the school fees themselves instead of sending payments through their children. In addition, the recommendation was made to have the provincial governor sign a decree to fix school and examination fees by the second week of August. Following the workshop, a working group was established to follow through with implementation of the recommendations. These recommendations serve as a starting point for improving the school fee system.

<sup>31</sup> Groleau, Geoffrey. Improved management and accountability: Conditions for better access and quality of primary education in the Democratic Republic of Congo, IRC, New York, 2017, p3.

A second workshop was held in Bukavu from April 26-27, 2018 and future workshops are being planned. The responses have been the same in all cases: Intense interest among stakeholders and excitement that the issue is being openly debated. For USAID IGA, the experience has been significantly rewarding. Combining the experience and connections of the ACCELERE projects with USAID IGA's community involvement and accountability experience has proven successful in generating new initiatives which have been well received.

## Annex C: Technical Materials

### Selected partner CSOs

Location		Sector	Name
Haut Katanga	Katuba	Health	Arc en Ciel
	Katuba	Education	CHERAD (Centre Humanitaire d'Encadrement de Redressement Social et d'Action pour le Développement)
	Katuba	Agriculture	CENAGRI (Centre d'Apprentissage et d'Appui Agricole)
	Likasi	Health	VIPATU (Vijana Panda Tujenge) <sup>32</sup>
	Likasi	Education	UMOJA
	Likasi	Agriculture	SOD (Sud-Ouest Développement)
Lualaba	Kolwezi	Health	CIDECO (Centre initiatives pour le Développement Communautaire)
	Kolwezi	Education	Commission Diocésaine Justice et Paix/Dynamique Femme
	Kolwezi	Agriculture	REPAFE (Réseau pour l'Autonomisation de la Femme)
South Kivu	Kadutu	Health	IFRADE (Initiatives des Femmes pour la Redynamisation des Atouts de Développement)
	Kadutu	Education	AMALDEFEA (Association des Mamans pour la Lutte Contre la Délinquance Féminine et l'Encadrement des Enfants Abandonnés)
	Kadutu	Agriculture	CODES (Collectif des Organisations pour le Développement Economique et Social)
	Ngweshe	Health	FSKI, Fond social du Kivu
	Ngweshe	Education	CFAP
	Ngweshe	Agriculture	ASOP
	Kabare	Health	ASSODECI
	Kabare	Education	IADL (Initiatives d'Actions pour le Développement Local)
	Kabare	Agriculture	Comité Anti-Bwaki (CAB)
Kasai Oriental	Kabala	Health	Association des Fils et des Filles de BAKWA TSHIMUNA « AFFTD »
	Kabala	Education	Association des Jeunes pour la Révolution Intellectuelle des BAKWA TSHIMUNA « ASSOJERITSH »
	Kabala	Agriculture	Union Fait la Force « UFF »
	Bakwa Kalonji	Health	BOLINGO
	Bakwa Kalonji	Education	Projet Communautaire de Développement du Kasai/PROCDEKA
	Bakwa Kalonji	Agriculture	Union des Associations pour le Développement Agricole de TSHILENGE « UADAT »
	Dibindi	Health	Réseau Congo MORINGA
	Dibindi	Education	Réhabilitation des Infrastructures et Promotion du Monde Rural / RIPROMOR
	Dibindi	Agriculture	Action pour la Promotion et le Développement intégré / APRODI
	Bipemba	Health	Action pour le Développement Intégré Durable / ADID
	Bipemba	Education	Gouvernance Plus
	Bipemba	Agriculture	Foyer de Développement Agricole et Rural/ FODAGRI

## Annex C: Technical Materials – Program Coverage (Actuals and Targets) (All program provinces)

Area	Indicator	End of Qtr 1	Actual - End Qtr2	Explanation (Note No.)	Actual – End Qtr 3	Target End Yr 2 (2017-18)	Explanation (Note No.)	Target end Yr 3 (2018-19)	Target End of Project
Program Coverage	No. of Provinces covered	3	4		5	6		6	6
	No. of ETDs covered <sup>33</sup> (excluding NORC IE work)	6	10	1	11	16	2	22	22
	No. of ETDs covered (including NORC IE work)	6	10		11	34		40	40
	No. of Local Communities (Neighborhoods/Village Groups) covered (excluding NORC IE)	16	25	3	29	32	3	44	44
	No. of Local Communities (Neighborhoods/Village Groups) covered (including NORC IE)	16	25		29	152	15	164	164
	No. of Health Zones covered (excluding NORC IE study)	6	10	4	12	17		23	23
	No. of Health Zones covered (including NORC IE)	6	10		12	35	13	41	41
	No. of Health Centers (including CODESAs) covered (excluding NORC IE)	12	20	6	22	32		44	44
	No. of Health Centers (including CODESAs) covered (including NORC IE)	12	20		22	140	14	164	164
	No. of Education Sub-Divisions covered	6	10	5	11	16		22	22
	No. of Primary schools (including COGES-COPAs) covered.	12	20	6	22	32		44	44
	No. of CARG covered.	0	2		2				

<sup>33</sup> 'Covered' : where program is implementing activities (diagnostic and capacity-development work). This table excludes Masina (Kinshasa) where activities had not yet started.

## Ib) Program Coverage by province – Cumulative to-date (end Qtr 3)

Indic. No.	Indicator	Unit	Sud-Kivu	Haut-Katanga	Lualaba	Kasai Oriental	Kasai Central	Kinshasa	Total
	ETDs covered	Number	3	2	1	4	0	1	11
	Neighborhoods/Village Groups covered	Number	6	7	3	9	0	4	29
	Health Zones covered (excluding IE study)	Number	3	2	1	4	0	2	12
	Health Zones covered under IE study	Number	0	0	0	0	0	0	0
	Health Zones covered (total - including IE study)	Number	3	2	1	4	0	2	12
	Education Sub-Divisions covered	Number	3	2	1	4	0	1	11
	Health Centers (including CODESAs) covered (excluding NORC IE)	Number	6	4	2	8	0	2	22
	Health Centers (including CODESAs) covered (including NORC IE)	Number	6	4	2	8	0	2	22
	Primary schools (including COGES-COPAs) covered.	Number	6	4	2	8	0	2	22

### Notes to Table

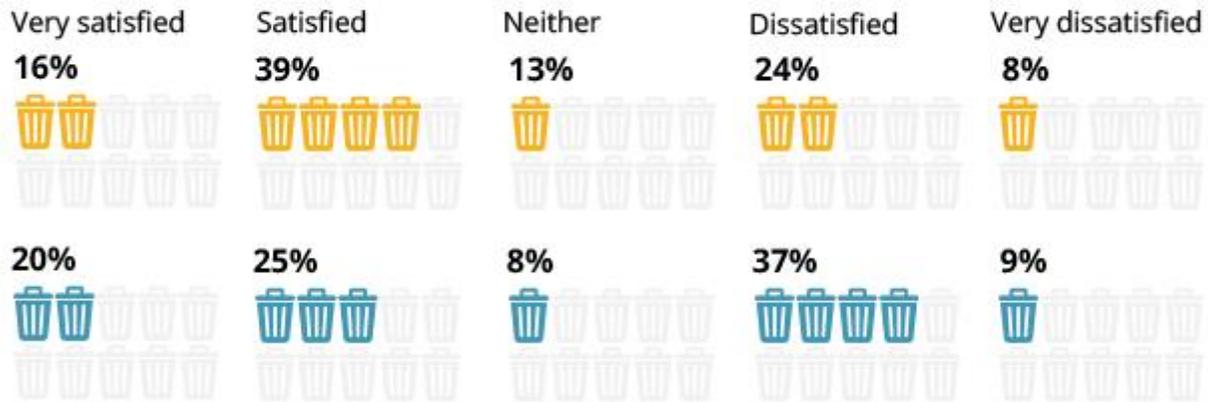
Note No.	Note
1	ETD Coverage –end Qtr3. Sud-Kivu: 3 ; H-K: 2 ; Lualaba: 1 ; Kas Orient: 4 ; Kinshasa: 1. Total : 11
2	Tgt ETDs end Yr 2: Sud-Kivu: 3 ; H-K: 2 ; Lualaba: 1 ; Kas Orient: 4 ; Kas Cent : 5 ; Kin : 1 Total : 16
3	Local Communities (Neighborhoods/Village Groups) IGA model is to support 2 local communities per ETD supported but in some cases more than 2 have been covered by the HCs and schools selected.
4	Health Zones Sud-Kivu: 3 ; H-K: 2; Lualaba: 1 ; Kas Orient: 4 ; Kinshasa : 2 Total : 12 (Masina ETD covered by 2 HZs)
5	Edn Sub-Divs Sud-Kivu: 3 ; H-K: 2 : Lualaba: 1; Kas Orient: 4 ; Kinshasa : 1 Total : 11
6	Health Centers and Primary Schools IGA approach is to support 2 health centers (and CODESAs) per Health Zone and 2 primary schools per Education Sub-Division.
7	Prov and Sub-Prov Sect Entitites – End Qtr2 Health : Sud-Kivu: 5; H-K: 4; Lualaba: 3 (includes DPS; IPS; ZS (1 per ETD). Total: 12 Education: Sud-Kivu: 8; H-K: 6; Lualaba: 4 (includes ProvEd; IPP; Sous-ProvEd (1 per ETD); Inspool (1 per ETD). Total: 18
8	No. of provincial entities assessed - Tgt End Yr 2. Health: Sud-Kivu: 2; H-K: 1 ; Lualaba: 1 ; Kas Orient: 2 ; Kas Cent: 2 ; Kin: 0 Total: 8 Education: Sud-Kivu: 2; H-K: 2 ; Lualaba: 2 ; Kas Orient: 2 ; Kas Cent: 2 ; Kin: 0 Total: 10
9	No. of sub-provincial entities assessed - Tgt End Yr 2. Health: Sud-Kivu: 3; H-K: 2 ; Lualaba: 1 ; Kas Orient: 4 ; Kas Cent: 5 ; Kin: ? Total: 15 Education: Sud-Kivu: 6; H-K: 4 ; Lualaba: 2 ; Kas Orient: 8 ; Kas Cent: 10 ; Kin: ? Total: 30
10	CSO Assessments One assessment was contracted for Haut Katanga and Lualaba (covering 9 CSOs), and one for Sud-Kivu (covering 9 CSOs).
11	Neighborhood Focus Groups 2 neighborhoods covered in each ETD (In one neighborhood there is one HC and one school).
12	6 additional ETDs in Kasai Cent and Kin in the second half of Year 2 – covering 12 neighborhoods.
13	NORC IE HZs The NORC IE study covers 13 HZs in S-Kivu and 5 in H-K (total 18) which are additional to the normal IGA HZs.
14	NORC IE Health Centers Study will cover 120 HCs (95 inn S-Kivu and 25 in H-K) – average of 6.7 HCs per HZ.
15	No. of HCs covered 120 HCs covered by NORC, plus 32 covered by IGA.

## Annex C: Technical Materials – First results from GeoPoll survey

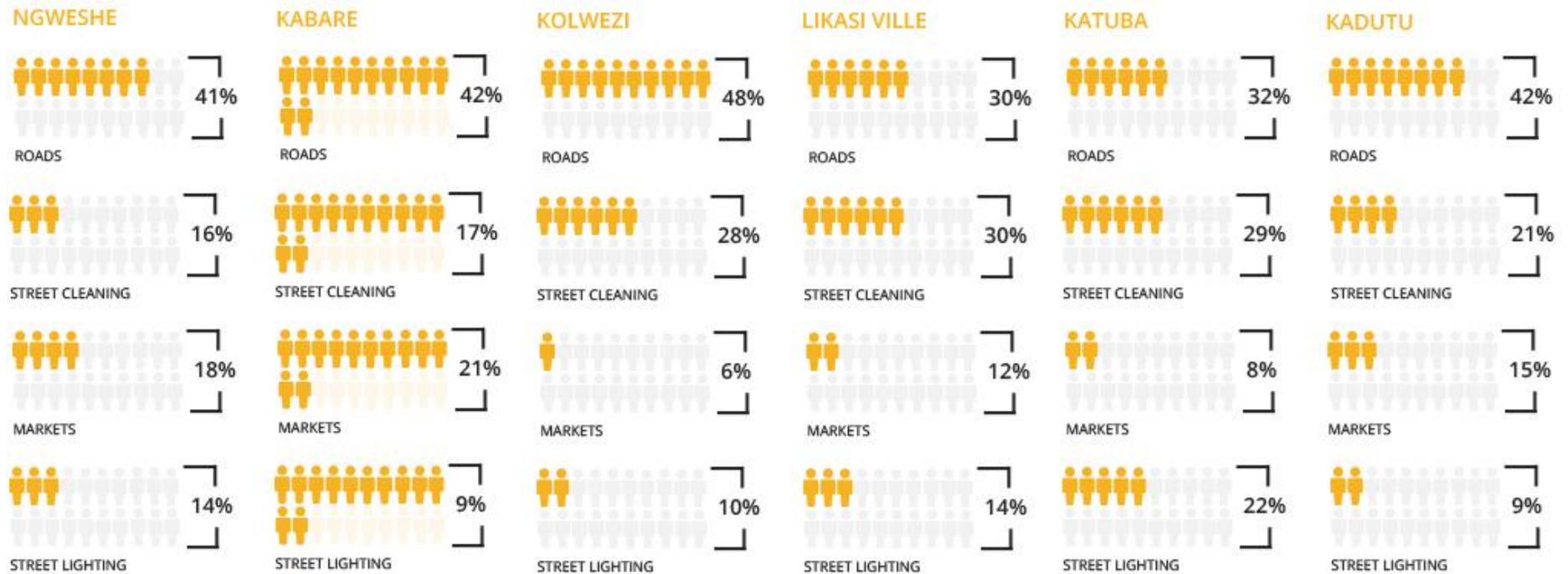
	Very satisfied	Satisfied	Neither	Dissatisfied	Very dissatisfied
Ngweshe	 9%	 22%	 14%	 41%	 15%
Kabare	 10%	 20%	 8%	 46%	 17%
Kolwezi	 22%	 28%	 17%	 26%	 7%
Likasi Ville	 20%	 30%	 19%	 22%	 8%
Katuba	 15%	 27%	 15%	 32%	 10%
kadutu	 7%	 15%	 15%	 43%	 21%

**How satisfied are you with the quality of the roads and drains in your area?**

DISTRICTS |  Ngweshe  Kabare



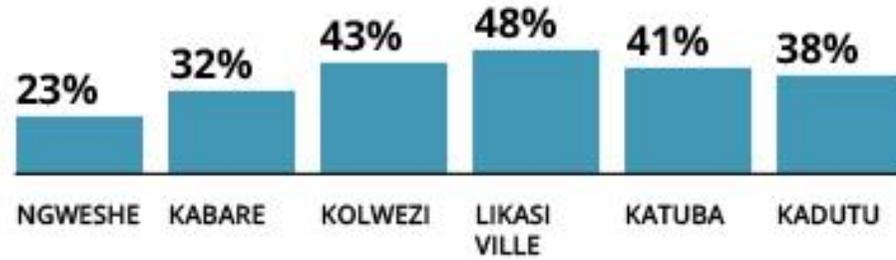
**How satisfied are you with the street cleaning and rubbish collection in your area?**



**Which service requires the most improvement?**

## How long does it take to walk to your nearest health center?

### LESS THAN 15 MINUTES



### 15-30 MINUTES



### 30-60 MINUTES

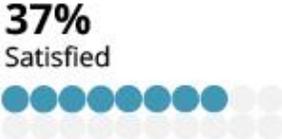


### MORE THAN 2HOURS

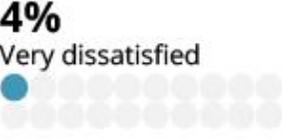
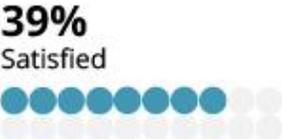


# How satisfied were you with the quality of service received?

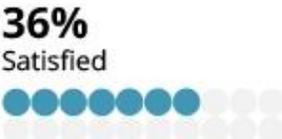
NGWESHE



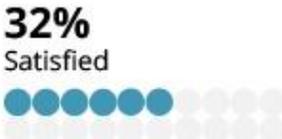
KABARE



KOLWEZI



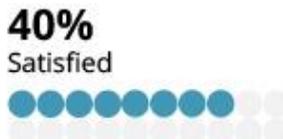
LIKASI VILLE



KATUBA

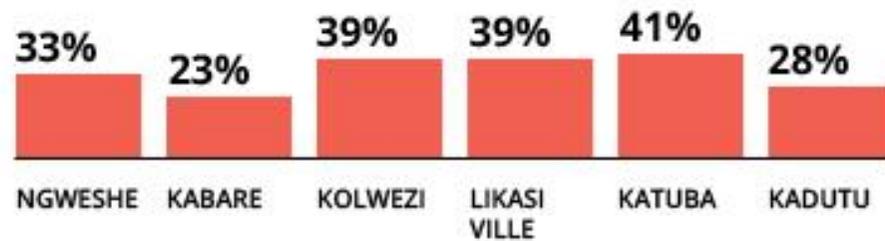


KADUTU

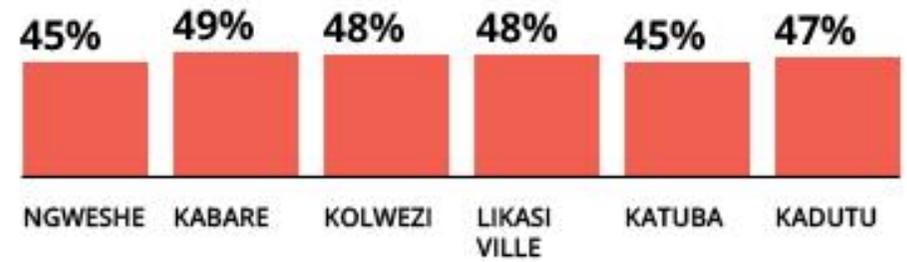


## How satisfied are you with your child's school? (Only government schools included)

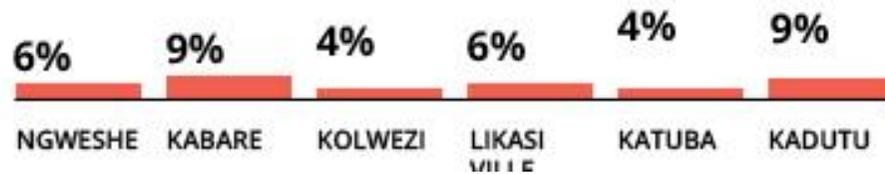
### VERY SATISFIED



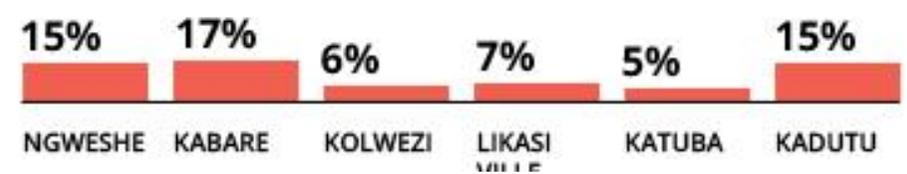
### SATISFIED



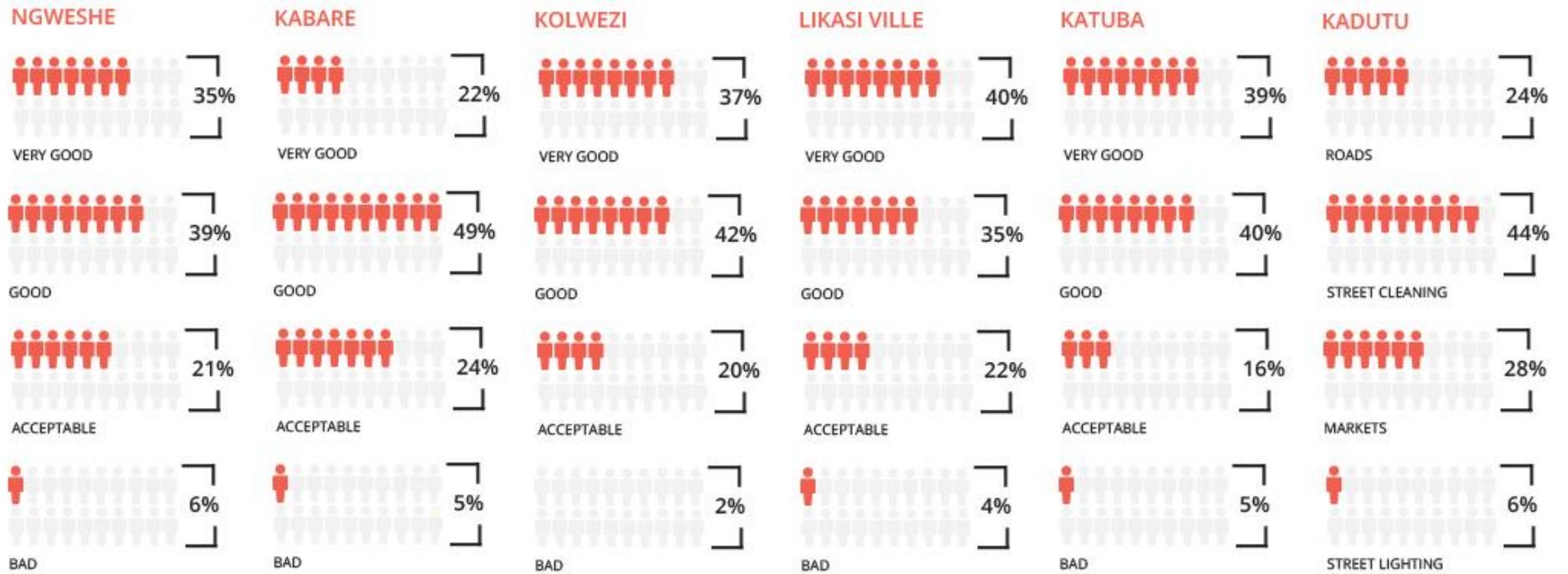
### NEITHER



### DISSATISFIED



## Rate the quality of the teaching in your child's school



## Annex C: Technical Materials – Findings of the Neighborhood Focus Group Synthesis Report

### Community focus groups

USAID IGA has a very large number of indicators to generate regarding the performance of the project. The table below lists the indicators and the data required to populate them

#### I. Community Assessment (incl. Focus Groups)

Data Collection Tool	Data Required
Frequency	Annual
M & E Framework Indicators	<ul style="list-style-type: none"> <li>• <i>Percentage change in public satisfaction rating of quality of local government service delivery (per supported sector). LF (IM.B). [or] Level of public satisfaction with quality of local health, education, agriculture/SME services.</i></li> <li>• <i>Percentage of the local community which regularly uses the supported services (utilization rate) (disaggregated by main sub-group - women; youth; etc.).</i></li> <li>• <i>Percentage change in levels of public trust in local government [or] ‘ % of respondents (by sub-group category) who think that the problem of local government corruption has diminished’ over the last year (IM.C).</i></li> <li>• <i>Percentage change in public satisfaction rating of quality of local government service delivery (general). LF (IM.B).</i></li> <li>• <i>Proportion of surveyed community members (ETD Level) who think that local government services (roads; water; drainage; solid waste etc.) have improved (in response to community priorities).</i></li> <li>• <i>Proportion of surveyed citizens who think that their local government has become more open and responsive regarding revenue raising, services planning/budgeting and services monitoring.</i></li> <li>• <i>Number (and percentage) of local service delivery co-management / oversight structures that address issues raised by a) the community in general, and b) women’s groups.</i></li> <li>• <i>Level of satisfaction of local communities (represented by local CSOs/CBOs) with the work of their local service co-management/oversight structures.</i></li> </ul>
Types of Data Required	<ul style="list-style-type: none"> <li>• <i>Level of public satisfaction with quality of local health, education, agriculture/SME services (by sub-group).</i></li> <li>• <i>Level of public satisfaction with ETD-delivered services (by sub-group).</i></li> <li>• <i>Level of service use (by sub-group).</i></li> <li>• <i>Level of (perceived) functionality of service co-management/ oversight structures (by sub-group).</i></li> <li>• <i>Level of (perceived) effectiveness of service co-management/oversight structures in improving the performance of local services.</i></li> </ul>

The first round of community consultations – focus groups – has been completed and analyzed, and provides interesting and useful results. A detailed report was completed in June 2018.

To collect these essential baseline data, two focus groups were organized in each of the *quartiers / groupements* where schools and health centers had been selected for support by IGA. At this stage the work was restricted to four provinces, Haut Katanga, Lualaba, Kasai Oriental and Sud Kivu.

Each focus group consisted of approximately 15 people. With the support of civil society leaders of the ETD, two lists were established, one of which was at least 30 women and the other of at least 30 men from different social categories and *quartiers* (urban) /*groupements* (rural). To achieve a range of participation each *quartier/groupement* was subdivided into avenues/villages. From these lists, 15 women and 15 men were selected so as to ensure that they included people from different walks of life and were representative of their community.

Each focus group was led by a team of two staff (of whom at least one spoke the local language), including a facilitator to lead the discussions and another to take notes. The information was collected using a semi-structured interview guide.

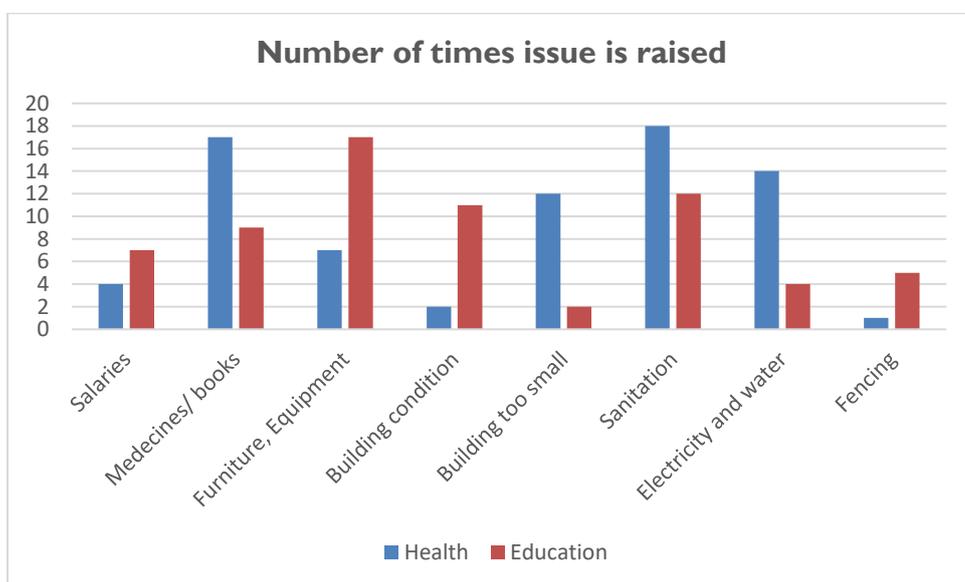
This study has some limitations in that it uses voluntary sampling of participants (non-probability sampling), with the risk of introducing bias, and is not statistically valid. We nevertheless think it is of interest to present the result in a summary form.

The chart below shows the number of times the most frequent issues were raised. It shows that the most commonly expressed concerns were, for example in health the concerns were:

- Irregular supply of medicines
- Poor sanitation
- Lack of electricity and water

In education the concerns were similar:

- Lack of desks and seats for the pupils
- Dilapidated buildings
- Poor sanitation

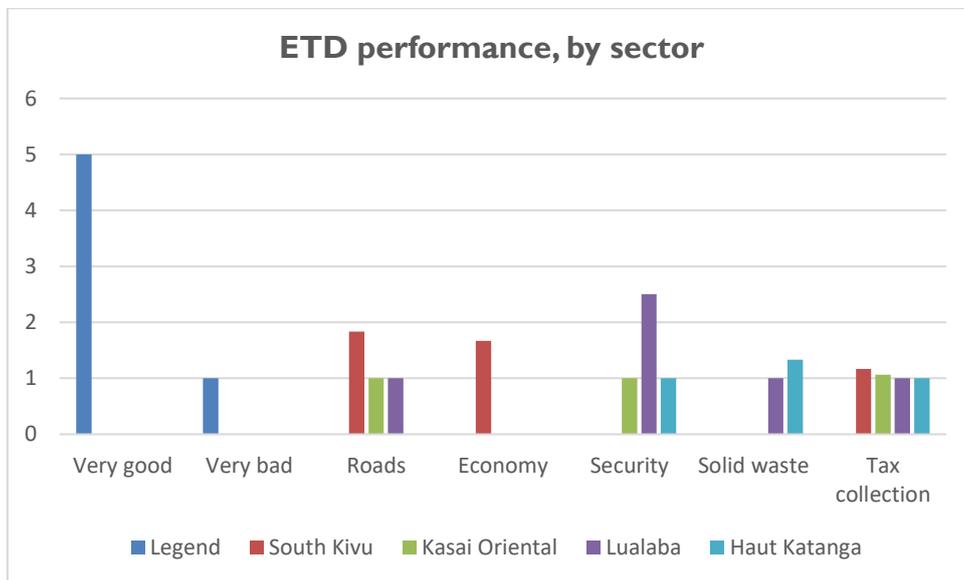


There were variations between provinces, and it is noticeable that there were fewer complaints in Haut Katanga and Lualaba.

The participants’ opinions about the trends: whether services are improving, staying the same, or declining was also recorded. The results are relatively positive as shown in the table below.

	service levels improving	same	service levels declining
Health	14	16	8
Education	15	11	10

The groups were also asked to assess the performance of the ETD in which they were living. Although the issues raised by the focus groups varied due to local conditions, the chart below shows the results for the major sectors, where a score of 5 is very good and a score of 1 is very poor. It will be seen that the majority score only 1. There is unanimity on the subject of tax collection being a major problem.



Concerning trends in ETD performance, there is also a negative tendency. In the chart below, the right hand columns in each cluster indicate a decline in performance. About 60% of the respondents saw the services as declining in quality.



## Annex C: Technical Materials – School Score Card instrument

### School Community Score Card

<b>Province</b>		<b>Sub-Division</b>	
<b>ETD</b>		<b>Quartier/ Groupement</b>	
<b>School Name</b>		<b>Rating Date</b>	

#### Data on the Evaluation Process

<b>Total Number of Participants (Day 1)</b>		<b>No. Women</b>		<b>No. Men</b>		<b>No. Young people (&lt;35 Yrs)</b>	
<b>Total Number of Participants (Day 2 )</b>		<b>No. Women</b>		<b>No. Men</b>		<b>No. Young people (&lt;35 Yrs)</b>	

#### Facilitators

<b>Organization</b>	<b>Name</b>	<b>Post</b>
<b>IGA</b>		
<b>Sous-Proved</b>		
<b>CSO Partner</b>		
<b>Other</b>		

## School Data

These data are collected by a community interest group through a discussion with the COGES and physical inspection of the school.

### 1. Pupils

<b>Total number of pupils</b>	
<b>Number of girls</b>	
<b>Number of boys</b>	

### 2. Teachers

	<b>Number</b>	<b>%</b>	<b>Note</b>
<b>Total number of teachers</b>			
<b>Number of registered teachers</b>			
<b>Number of Teachers paid regularly</b>			
<b>Number of qualified teachers</b>			

### 3. School Management

		<b>Note</b>
<b>Is there a School Development Plan? Is it implemented?</b>		
<b>Do the COGES and COPA regularly monitor the School Development Plan?</b>		
<b>Does the school have a COGES that is functional?</b>		

## I. Infrastructure and Environment

Standard	Reference Evaluation Guide	Very satisfied 5	Satisfied 4	Neither satisfied or unsatisfied 3	Unsatisfied 2	Very unsatisfied 1	Reason	No. of Points
								
1. The number of classes is sufficient in relation to the number of students	A.1							
2. The quality of the infrastructure is good	A.2							
3. Water is available at the school	A.3							
4. The school is secure	B.3							
5. The toilets are clean and in sufficient numbers	A.6							
6. The school and its surroundings are clean	A.5 and B.1							
<b>Average rating</b>								

Average Rating	Very satisfied		Satisfied		Neither satisfied or unsatisfied		Unsatisfied		Very unsatisfied
	5	4.5	4	3.5	3	2.5	2	1.5	1

## 2. Equipment and Materials

Standard	Reference Evaluation Guide	Very satisfied 5	Satisfied 4	Neither satisfied or unsatisfied 3	Unsatisfied 2	Very unsatisfied 1	Reason	No. of Points
								
7. There are enough benches (in good condition) for the students.	C.1							
8. There is a table, chair and table (in reasonable condition) in each class.	C.2							
9. Students have enough textbooks.	D.3							
10. The teachers have enough textbooks and educational materials	D.1 and D.2							
<b>Mean results</b>								

Average Rating	Very satisfied		Satisfied		Neither satisfied or unsatisfied		unsatisfied		Very unsatisfied
	5	4.5	4	3.5	3	2.5	2	1.5	1

### 3. Teachers

Standard	Reference Evaluation Guide	Very satisfied 5	Satisfied 4	Neither satisfied or unsatisfied 3	Unsatisfied 2	Very unsatisfied 1	Reason	No. of Points
								
11. Teachers teach well								
12. The teachers are regular and punctual.	D.4							
13. Teachers are paid regularly	E.1							
<b>Mean score</b>								

Average Rating	Very satisfied		Satisfied		Neither satisfied or unsatisfied		unsatisfied		Very unsatisfied
	5	4.5	4	3.5	3	2.5	2	1.5	1

## 4. Governance - School Management

Standard	Reference Evaluation Guide	Very satisfied 5	Satisfied 4	Neither satisfied or unsatisfied 3	Unsatisfied 2	Very unsatisfied 1	Reason	No. of Points
								
14. There is an operational management committee (COGES)	F.1							
15. The system for setting and managing school fees is transparent								
16. The school is transparent in its financial management	F.3 and G.5							
<b>Mean score</b>								

	Very satisfied		Satisfied		Neither satisfied or unsatisfied		Unsatisfied		Very unsatisfied
<b>Average Rating</b>	5	4.5	4	3.5	3	2.5	2	1.5	1

## 5. Governance - Participation of Students, Parents and the Community

Standard	Reference Evaluation Guide	Very satisfied 5	Satisfied 4	Neither satisfied or unsatisfied 3	Unsatisfied 2	Very unsatisfied 1	Reason	No. of Points
								
17. The school has a student government that is operational.	G.1							
18. The Parents Committee (COPA) functions properly.	G.2							
19. The local community is involved in the development of the school.	G.3							
<b>Mean score</b>								

Average Rating	Very satisfied		Satisfied		Neither satisfied or unsatisfied		Unsatisfied		Very unsatisfied
	5	4.5	4	3.5	3	2.5	2	1.5	1

## 6. Summary

Field	Very satisfied 5	Satisfied 4	Neither satisfied or unsatisfied 3	Unsatisfied 2	Very unsatisfied 1	Main Issues	No. of Points
1. Infrastructure and Environment					X		1
2. Equipment and Materials			X				3
3. Teachers			X				3
4. Governance – School Management			X				3
5. Governance - Participation of Students, Parents and the Community				x			2
							12/5 = 2.4

Global Average Rating	Very satisfied		Satisfied		Way		unsatisfied		Very unsatisfied
	5	4.5	4	3.5	3	2.5	2	1.5	1
						x			

|

## 7. Summary of Evaluation Comparison Analysis s

<b>Rating category</b>	<b>Main problem (Max 3 by category)</b>	<b>Cause</b>
<b>1. Infrastructure and Environment</b>		
<b>2. Equipment and Materials</b>		
<b>3. Teachers</b>		
<b>4. Governance - School Management</b>		
<b>5. Governance - Participation of Students, Parents and the Community</b>		
<b>Other</b>		

## 8. Possible solutions to problems

Category	Problem	Solution (action)	Who?				
			COGES	COPA	Comm- unity	Sous Proved	ETD
1. Infrastructure and Environment							
2. Equipment and Materials							
3. Teachers							
4. Governance - School Management							
5. Governance - Participation of Students, Parents and the Community							
6. Other							

## 9. Action Plan

### School/Community level

Number	Action	Responsible	Other actors Involved	When?	Note

### Higher Level (ETD, Sous-Proved / Proved etc.)

Number	Action	Responsible	Other actors Involved	When?	Note